



KARLA EUGENIA CASTAÑO GRANADOS

# **CASE STUDY: RAUMA CHAMBER OF COMMERCE GLOBAL CLUB**

## **IMPROVEMENTS TO KV-KLUB SERVICE**

INTERNATIONAL BUSINESSES

2020

|   |  |                                     |
|---|--|-------------------------------------|
| Author(s)<br>CASTAÑO GRANADOS KARLA<br>EUGENIA  | Type of Publication<br>Bachelor's thesis | Date<br>May 2020                    |
|   | Number of pages<br>80                    | Language of publication:<br>ENGLISH |
| Title of publication<br><b>CASE STUDY: RAUMA CHAMBER OF COMMERCE GLOBAL CLUB</b>  |  |                                     |
| Degree programme<br>INTERNATIONAL BUSINESSES  |  |                                     |
| <p>Abstract</p> <p>The propose of the present thesis is to analyze the service KV-Klub from Rauma Chamber of Commerce using service design tools, Service Model Canvas and Service Blueprint. This for the aims of understanding the services and locate points of the service that require for future improvements.</p> <p>The first part of the theory introduces the concepts of services design as a discipline and its use for the understanding and improving of services. This followed by the definition of the selected tools use for the development of solutions for KV-Klub, this being service model canvas and service blueprint.</p> <p>The second part of the document will follow to introduce the used methodology for the research of information about the service, being the selected means, interview, and observation. The collected information about the service was then analyzed through the creation of a business model canvas and a service blueprint, this in order to have a more detailed picture of the service and helping in consequence the identification of weak spots on the service.</p> <p>The results of the research then pointed various weaknesses on the service located on the service current planning strategy, advertisement strategy, feedback collection and brand positioning and recognition. Having the results of the research in consideration, a list of required improvements for KV-Klub is presented in the document.</p> |  |                                     |
| Key words: Service Design, Business Model Canvas, Business Blueprint  |  |                                     |

## CONTENTS

|       |  |    |
|-------|--|----|
| 1     | INTRODUCTION.....  | 4  |
| 2     | OBJECTIVES .....   | 5  |
| 2.1   | Research Objectives .....  | 5  |
| 2.2   | Conceptual Framework .....   | 5  |
| 2.3   | Limitations.....   | 7  |
| 3     | THEORICAL BACKGROUND.....  | 7  |
| 3.1   | Service Design Definition .....                                    | 7  |
| 3.1.1 | Service Design Principles.....                                     | 9  |
| 3.2   | Business Development Tools.....                                    | 10 |
| 3.2.1 | Business Model Canvas.....   | 11 |
| 3.2.2 | Business Blueprint .....   | 13 |
| 4     | METHODOLOGY .....  | 15 |
| 4.1   | Data Sources .....   | 15 |
| 4.1.1 | Research in Business .....   | 16 |
| 4.2   | Case Study Methodology.....  | 16 |
| 4.3   | Data Collection .....  | 18 |
| 4.3.1 | Interview.....   | 18 |
| 4.3.2 | Observation.....   | 19 |
| 4.4   | Research Validity and Reliability .....                            | 21 |
| 4.5   | Research Ethics and Ethical Concern.....                           | 22 |
| 5     | DATA COLLECTION .....  | 23 |
| 5.1   | KV-Klub Current Service.....                                       | 23 |
| 5.1.1 | KV-Klub Meetings.....  | 23 |
| 5.1.2 | KV-Klub Phone Advising Service.....                                | 24 |
| 5.2   | Service Usage.....   | 24 |
| 5.3   | Promotion and Advertisement of the Service .....                   | 25 |
| 5.3.1 | Advertisement Channels.....  | 25 |
| 5.3.2 | Rauma Chamber of Commerce Official Webpage .....                   | 26 |
| 5.3.3 | Rauma Chamber of Commerce Official Facebook Page .....             | 26 |
| 5.3.4 | Rauma Chamber of Commerce Twitter Account .....                    | 27 |
| 5.3.5 | Rauma Chamber of Commerce LinkedIn Page .....                      | 28 |
| 5.3.6 | Kauppakamari Magazine.....   | 28 |
| 5.3.7 | Word of Mouth .....  | 29 |
| 5.4   | KV-Klub Enrolment to Service .....                                 | 30 |
| 5.5   | Interview with Rauma Chamber of Commerce About KV-Klub Service.... | 30 |
| 6     | DATA INTERPRETATION & ANALYSIS .....                               | 32 |

|       |  |    |
|-------|--|----|
| 6.1   | KV Klub Business Model Canvas Description.....         | 32 |
| 6.2   | KV-Klub Service Blueprint Description .....            | 37 |
| 6.2.1 | KV-Klub Meetings Blueprint Description .....           | 39 |
| 6.2.2 | KV-Klub Telephone Advising Blueprint Description ..... | 40 |
| 7     | RECOMMENDED IMPROVEMENTS .....                         | 41 |
| 7.1   | Blueprint Improvements.....                            | 41 |
| 7.1.1 | Involvement of Internationalization Committee.....     | 41 |
| 7.1.2 | KV-Klub Meetings in English .....                      | 42 |
| 7.1.3 | Feedback Collection.....                               | 43 |
| 7.2   | Renaming of KV-Klub .....                              | 43 |
| 7.3   | Image Update & Logo.....                               | 44 |
| 7.4   | Webpage Update .....                                   | 45 |
| 7.5   | Promotion and Advertizing .....                        | 46 |
| 7.5.1 | KV-Klub Service Explanatory Video .....                | 46 |
| 7.5.2 | KV-Klub Pamphlet.....                                  | 47 |
| 7.6   | KV-Klub Facebook Group .....                           | 48 |
|       | CONCLUSION .....                                       | 50 |
| 7.7   | Further Research .....                                 | 51 |
| 7.8   | Final Words .....                                      | 51 |
|       | REFERENCES .....                                       | 53 |
|       | APPENDICES   |    |

## 1 INTRODUCTION

Rauma Chamber of Commerce is a business network located at the city of Rauma, Finland, whose main mission is to represent and protect the interest of businesses established in the area of Rauma, guaranteeing an active and attractive business environment.

Currently, Rauma Chamber of Commerce has focused their operations on the development and execution of services for national companies in the city of Rauma, having as a result a network of over 400 company members, who get daily benefit from the membership of the chamber.

Therefore, the Rauma Chamber of Commerce faces and realizes the increasing globalization of Rauma city's business environment. Consequently, and due the presence of members involved on internationalization operations and a growing customer base interested on internationalization of practices, Rauma Chamber of Commerce intend on improving their service KV-Klub.

Through the present thesis, the process of preparation of Rauma Chamber of Commerce to re-introduction and improvement the service KV-Klub will be documented. This starting from a research on the current service of the Rauma Chamber of Commerce, with the aim to gain a deeper understanding of their operation, analyse and suggest improvements required for the service KV-Klub.

The project is established to directly benefit Rauma Chamber of Commerce by researching and creating a plan to follow, for the company to improve the service KV-Klub.

Therefore, as part of the improvements suggested by the student, the service KV-Klub changed its name to Global Club and was re-introduce to Rauma Chamber of Commerce Official Website during December of 2019. Having its formal introduction to the public as a newly rebranded service on December 2019 and its first event under the Global Club brand on February 25, 2020.

## 2 OBJECTIVES

### 2.1 Research Objectives

The aim of the present thesis is to analyze, locate conflict stages and introduce points of improvements for the service KV-Klubi (in the following referred as KV-Klub) offered by Rauma Chamber of Commerce.

The study will be done through the investigation of current services offered under the KV-Klub brand and the presentation of the collected information in the form of two different service design analysis tools. These to assist on the interpretation of results and give deeper view of the service. The use of the service design tools will therefore introduce current point of conflict in the service KV-Klub.

The study then will follow to interpret the data and introduce improvement points for the service KV-Klub.

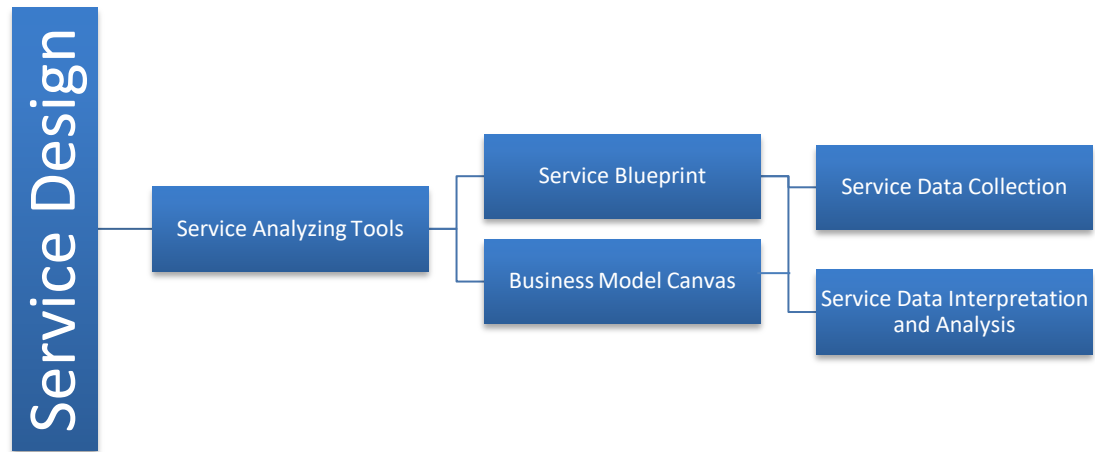
The above described will then aim to answer the following questions:

1. What is a business model canvas?
2. What is a service blueprint?
3. What is KV-Klub?
4. How does KV-Klub work?
5. How can KV-Klub benefit from the use of the service blueprint and business model canvas?
6. What improvements KV-Klub is required to perform?

### 2.2 Conceptual Framework

The conceptual framework offers a logical structure of connected concepts that help provide a picture or visual display of how ideas in a study relate to one another within the theoretical framework. It is not simply a string of concepts, but a way to identify

and construct for the reader an epistemological and ontological worldview and approach to your topic of study. The conceptual framework also gives an opportunity to specify and define concepts within the problem (Luse, Mennecke, & Townsend, 2012).



*Figure 1 Thesis Framework*

Figure 1 displayed above presents the key concepts discussed through the research and gives a simplified image on how the topics relate to themselves.

To be able to introduce points of improvement to KV-Klub, it is required to gain a deeper understanding of the service itself, how does it work and what are the weak points which are to be fixed. Therefore, on the core of the framework we can encounter service design, a discipline that can help solving important challenges faced by organizations. (Stickdorn, Lawrence et al. 2018)

Service design concept then opens to the two selected analysis tools: service blueprint and service model canvas. Both concepts will be then researched on theory and presented on the document as visual maps, containing the data collected from the study.

A service model canvas will then be created and presented on the document, this to assist as a visual explanation of the business model of KV-Klub. The thesis then will follow to present a journey map of the service, in the form of a service blueprint, with

the aims of giving an inside view of the service itself and touching points between the customer and KV-Klub. Both service design tools data will then be analyzed in order to presented weak points of the service and required improvements.

### 2.3 Limitations

The present project thesis, therefore, will not touch on topics related on improvement development and implementation of the solution, maintenance of new customer relationships, nor names of current name users of the service KV-Klub.

Therefore, the project will only document on the service current operations and required improvements.

## 3 THEORICAL BACKGROUND

### 3.1 Service Design Definition

Service design is relatively a new field of knowledge. It appeared on businesses in the early 1990's when the service industry grew significantly. The aim of service design is to create good quality services, which will bring competitive advantage to the operating company (Tuulaniemi 2011). Therefore, a general definition for what service design is, it is non-existent. We can then take in consideration various definitions from different authors to aim a better idea on what the discipline is.

Service design is a human-centered design approach that places equal value on the customer experience and the business process, aiming to create quality customer experiences, and seamless service delivery. Service design helps organizations see an end-to-end, surface-to-core perspective, enabling understanding services from a customer perspective. Service design is rooted in design thinking, and brings a creative, human-centered process to service improvement and designing new services. Through collaborative methods that engage both customers and service delivery teams, service



design helps organizations gain true, end-to-end understanding of their services, enabling holistic and meaningful improvements. (Source: Practical Service Design)

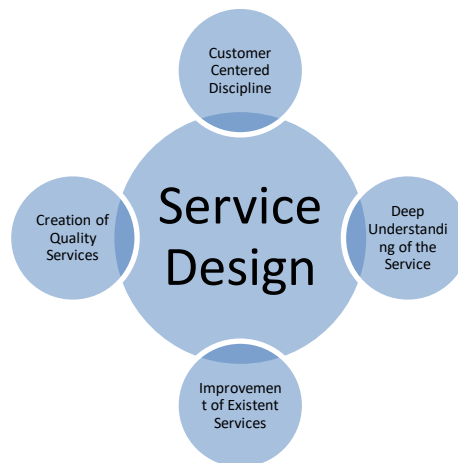
According to Stefan Mortiz, service design helps to innovate or improve existing services to make them more useful, usable, desirable for clients and efficient as well as effective for organizations. It is a new holistic, multidisciplinary, integrative field (Mortiz Stefan, 2005).

The discipline helps organization see their services from a customer perspective. It is an approach to designing services that balances the needs of customers with the needs of the business, aiming to create seamless and quality service experiences. Service design is rooted in design thinking, and brings creative, human-centered process to service improvement and design new services. (This) Through collaborative methods that engage both customers and service delivery terms, service design helps organizations gain true, end-to-end understanding of their services, enabling holistic and meaningful improvements. (Source: Practical Service Design)

Service design is intensely practical and pragmatic activity, and this makes it inherently holistic. To create valuable experiences, service designers must get to grips with the backstage activities and business processes that enable the frontstage success and address the implementation of these processes. they must tackle the end-to-end experience of multiple stakeholders, not just individual moments. and they must mind a way to make it pay, considering the business needs of the organization and the appropriate use of technology. (Stickdorn, Lawrence et al. 2018)

At the end, service design main aim is the application of established design process and skills to the development of services. It is a creative and practical way to improve existing services and innovate new ones. (Source: Live/work)

<Four main features are to be highlighted about service design, which can be considered as the essence of it, these features shown on Figure 2 point out that service design is a customer centered discipline, that aims to gather a more in-depth understanding of a service this, with the aim of improve existent services and create/ improve quality.



*Figure 2 Service Design Main Features*

Service design requires for the researcher to involve her/himself into the organization and experience the service as a customer, this to be able to understand important features of the service and identify gaps between expected quality and experience quality, allowing at the same time for the researcher to find about flaws that could be negatively affecting customer experience through their use of the service, from beginning to end.

### 3.1.1 Service Design Principles

Service design counts with seven core principles:

**Human centered:** Consider the experience of all the people affected by the service

**Collaborative:** Stakeholders of various backgrounds and foundations should be actively engaged in the service design process

**Iterative:** Service design is an exploratory, adaptive, and experimental approach, iterating toward implementation.

**Sequential:** The service should be visualized and orchestrated as a sequence of inter-related actions.

**Real:** Needs should be researched, ideas prototyped in reality, and intangible values evidenced as physical and digital reality. Service should sustainably address the needs of all stakeholders through the entire service and across the business. (Stickdorn, Lawrence et al. 2018)

### 3.2 Business Development Tools

According to the website service design tools, service design recognizes 36 principal tools for the research of services, the tools listed under Figure 3 illustrate them in a simplify matter.



Figure 3 Service Design Tools. Source: Service Design Tools

For the aim of the present research two service design tools were selected: business model canvas and service blueprint. Both concepts will be defined on the following point.

### 3.2.1 Business Model Canvas

The business model canvas is a simple template to sketch out a business model using nine core building blocks. considering business model is an inherent part of any business design process. The canvas can be used to understand the influences of various options on the employee and customer experience as well as on the business impact. (Stickdorn, Lawrence et al. 2018)

The canvas us a medium which researchers and entrepreneurs can use to reflect on and construct their business model on a single page: they can easily organize their ideas in the boxes of the template, in order to move more quickly and effectively to action. The fact that it offers an overview of the models under construction and facilitates the clear definition of priorities. This tool also improves interactions with customers and boosts communications between employees. (50Minutes.com, 2017)

The resulting canvas is a single-page business plan that represents how an organization creates and delivers value to its customers – or how it could do in future (Source: Group Map)

Business model canvas can be considered as a rather new service design tool, develop on 2004 by Alexander Osterwalder. It is an innovative, handy and visual way to illustrate business activities. It is useful to bring clarity to company's core aims helps identify its strengths, weaknesses, and priorities. The business model canvas can be described through the nines building blocks, each block represents one of the critical aspects of a successful business model. (Miettinen, Miettinen et al. 2013). The nine blocks are defined as follow:

**Customer Segments:** defines the different groups of people or organizations a company aims to reach and serve (Miettinen, Miettinen et al. 2013). Customer segments

describes the different markets a company identifies as its core target groups. These targeted groups are normally marked by similar needs and attributes, and their respective size can be estimated (Stickdorn, Lawrence et al. 2018).

**Value Proposition:** Describe the products and services that create value for a specific customer segment to deliver a value proposition (Miettinen, Miettinen et al. 2013).

**Channels:** This block highlights how customer want to interact through the customer lifecycle and which methods work best and are most cost-efficient. This block includes on- and offline channels used for communication and distribution across all stages of an end-to-end journey (Stickdorn, Lawrence et al. 2018). The channels building describes how a company communicates with and reaches its customer segments to deliver value proposition. (Osterwalder, Pigneur et al. 2010)

**Revenue Streams:** Describes how a company generates income from each customer segment or from key partners. It includes how much each customer segment pays, for what, how and how much this contributes to the overall revenue through sales, usage or subscription fees, licensing, brokerage fees or advertising (Stickdorn, Lawrence et al. 2018).

**Key Resources:** Summarizes what a company needs to sustain and support the business, such physical, intellectual, human or financial assets (Stickdorn, Lawrence et al. 2018).

**Key Activities:** Describe the most important actions a company must undertake to make its business model work (Miettinen, Miettinen et al. 2013). This are all the activities made for the service to come into reality from beginning to the end.

**Key Partners:** Describes the network of suppliers and partners that make the business model work (Miettinen, Miettinen et al. 2013). Are all subjects that put any kind of value to the service rather this translate on resources, money or human force, without the partners, the service might not be possible to be translated into reality.

**Cost Structure:** The creation of services come always with a cost for the company, structure cost block describes all costs incurred to operate the service. This to create and deliver value, maintain customer relationships and generating revenue all incur costs (Miettinen, Miettinen et al. 2013). This is the most important fixed and variable cost facto of a business model and whether these can be affected by economies of scale and scope (Stickdorn, Lawrence et al. 2018).

The business model canvas is a synthetic chart providing an overview of the service in terms of value proposition, infrastructure, types of customers and financial model. It helps understand what activities are needed in order to build and deliver a service and identify potential trade-offs. (Source: Service Design Tools)

### 3.2.2 Business Blueprint

A service blueprint is a diagram that displays the entire process of service delivery, by listing all the activities that happen at each stage, performed by the different roles involved. The service blueprint is built by first listing all the actors involved in the service process on a vertical axis, and all the steps required to deliver the service on the horizontal axis. The resulting matrix allows to represent the flow of actions that each role needs to perform along the process, highlighting the actions that the user can see (frontstage) and the ones that happen in the back-office (backstage). Roles can be performed by human beings or other types of entities (Source: Service Design Tools)

Blueprints help to capture the big picture and interconnections and are a way to plan out projects and relate service design decisions back to the original research insights. The blueprint is different from the service ecology, diagrams the service at a much higher level and shows the entire service's relationship to other services, and the surrounding environment in which it operates. (Polaine, Løvlie et al. 2013)

The service blueprint differences between two different set of activities that occur on a service, these being frontstage and backstage. "Frontstage" refers to people and processes with which the user has direct contact. "Backstage" represent the people and processes that are invisible for the user. (Stickdorn, Lawrence et al. 2018)

A service blueprint builds on the frontstage experience visualized in a customer journey map but adds layers of depth showing relationships and dependencies between front stage and backstage processes. It illustrates how activities by a customer trigger services process and vice versa. Service blueprints connect front stage customer experiences with background processes and therefore often include a comprehensive overview of a company's key activities. A service design can also detail the process of single departments or even employees/roles and how these processes are connected with each other and with customer activities. Moreover, a service blueprint illustrates physical evidences that show up in specific steps (Stickdorn, Lawrence et al. 2018).

The service blueprint counts with four key elements:

**Customer actions:** Steps, choices, activities, and interactions that customer performs while interacting with a service to reach a goal.

**Frontstage actions:** Actions that occur directly in view of the customer. These actions can be human-to-human or human-to-computer actions. Human-to-human actions are the steps and activities that the contact employee performs. Human-to-computer actions are carried out when the customer interacts with self-service technology.

**Backstage actions:** Steps and activities that occur behind the scenes to support onstage happenings. These actions could be performed by a backstage employee or by a frontstage employee who does something not visible to the customer.

**Processes:** Internal steps, and interactions that support the employees in delivering the service. (Website of NN/g Nielsen Norman Group).

There are no standard or typical blueprints and each project or element of a project may require different phases, but it usually include the following sections:

**Aware:** The point when the user first learns about the service

**Join:** The sign-up or registration phase

**Use:** The usual period of the service

**Develop:** The user's expanding usage of the service

**Leave:** The point when the user finishes using the service, either for a single session or forever. (Miettinen, Miettinen et al. 2013)

Blueprints are a useful tool to better discover weaknesses on a service to the client. The blueprint will expose a detailed picture of the service allowing to discover the weak spots of a service, permitting in consequence to identify opportunities for optimization and potential improvements that the service might require and ultimately improving the experience for its customers.

## 4 METHODOLOGY

### 4.1 Data Sources

According to Sachdeva data refers to a collection of natural phenomena descriptors, including the results of experience, observation or experiment, or a set of premises. This may consist of numbers, words, or images, particularly as measurements or observations of a set of variables. There is two sources of data: primary source and secondary source.

Primary source is used to collect initial material during the research process. Primary data is the data that the researcher collects himself using methods such as surveys, direct observations, interviews, as well as logs (objective data sources). Primary data is a reliable way to collect data because the researcher will know where it came from and how it was collected and analyzed since he did it himself. Primary sources of information allow the learner to access original and unedited information. A primary source requires the learner to interact with the source and extract information. Secondary sources are edited primary sources, second-hand versions. They represent thinking of someone else. Some of the more common sources of primary data can be gathered through surveys, questionnaire, observation and experiments.



Secondary data are data that were collected by persons or agencies for purposes other than solving the problem at hand. They are one of the cheapest and easiest means of access to information. Secondary data analysis is commonly known as second-hand analysis. It is simply the analysis of pre-existing data in a different way or to answer a different question than originally intended. Secondary data analysis utilizes the data that was collected by someone else in order to further a study that you are interested in completing. (Sachdeva 2009)

The research for the the present thesis then will include a collection of both, primary data, this though the use of observation and interviewing of managing subjects between the organization and secondary data from external and internal sources, as internet, published data on electronic and printed mode, and marketing activities.

#### 4.1.1 Research in Business

According to Sachdeva, there exist three types of research in business: exploratory research, descriptive research, and casual research.

For the aim of the present document, the focus will be placed into explanatory research, in which the objective is to gather preliminary information that will help define problems and suggest hypothesis (solutions). Explanatory research is a type of research conducted because a problem has not been clearly defined. The research relies on secondary research such as reviewing aviable literature and/ or data or qualitative approaches such as informal discussion with customers, employees, management or competitors, and more formal approaches through in-dept interviews, focus groups, projective methods, case studies or pilot studies. (Sachdeva 2009)

#### 4.2 Case Study Methodology

Research methods recognizes two types of approach to research in regard of research: qualitative and quantitative. Qualitative methods permit the evaluator to study selected issues in depth and detail. Approaching fieldwork without being constrained by pre-

determined categories of analysis contributes to the depth, openness, and detail of qualitative inquiry. Quantitative methods, on the other hand, require the use of standardized measures so that the varying perspectives and experiences of people can be fit into a limited number of predetermined response categories to which numbers are assigned. (Patton 1990)

According to Patton, qualitative and quantitative methods involve differing strengths and weaknesses, they constitute alternative, but not mutually exclusive strategies for research. Both qualitative and quantitative data can be collected in the same study. Therefore, the choice for the present document would be the approach of qualitative research.

Qualitative approaches to explore the behavior, perspectives, and experiences of the people they study. The basis of qualitative research lies in the interpretative approach to social reality. (Holloway 1997)

The following elements are part of most, qualitative approaches:

The Researchers is to focus on the everyday life of people (service) in natural settings. The data have primacy; the theoretical framework is not predetermined but derives directly from the data. In regard of qualitative research, the research is to be context-bound. This means that the researchers have to be sensitive to the context of the research and immerse themselves in the settings and situation (Holloway 1997)

Qualitative researchers focus on the emic perspective, the views of the people involved in the research and the perceptions, meanings, and interpretations, it describes in detail; they analyze and interpret; they use “thick description”. (Holloway 1997)

According to Holloway, the relationship between the researcher and the researched is close and based on a position of equality as human beings and the data collection and data analysis generally proceed together and interact.

Qualitative studies are sometimes done without a working hypothesis or (working) theory. In this case, we aim to progress inductively from a corpus of data, keeping

presumptions as few as possible. This kind of study, which aims to develop a new theory on the basis of data, is called grounded theory research. (Glaser & Strauss 1967)

### 4.3 Data Collection

The present research focuses its primary and secondary data collection through two main methods: interview and observation. Both definitions will be presented in the following.

#### 4.3.1 Interview

Qualitative interview is a conversation with a purpose in which the interviewer aims to obtain the perspectives, feelings, and perceptions from the participant (s) in the research. It can be formal or informal. Informal interviews are conversations where an observer might ask about the observed activities. Formal interviews are more likely to be set up in advance and tape-recorded. Researchers use interviews as the main mode of data collection or parallel to other types of data gathering. (Holloway 1997)

Qualitative interviews differ regarding the structure into two categories: unstructured, non-standardized interviews and semi-structures (half structured) interviews.

Unstructured interviews begin with a broad, open-ended questions within the topic area. The researcher uses an aide memoire with key points as reminders for the research. In this type of interview the interviewer has minimal control and follows up the idea of the participants while they tell their story. Semi-structured interviews have a more specific research agenda and is more focused, but the informants in this type of interview describe the situation in their own words and in their own time. Although researchers do not ask the questions in the same way and form of each participant, they can ensure through the tighter structure of semi structured interviews that they collect all important information about the research topic while still giving informants the opportunity to report on their own thoughts and feelings. (Holloway 1997)

The present research will use semi-structure interviews, where the questions to be carried will be on focused topics of service blueprint and service modeling. The two main coordinators of KV-Klub were interviewed in separate occasions, to avoid direct influence in their answers and ensure the reliability of the information. The interviewers were introduced into basic definitions of service design, for them to understand the aim of the questions being made, the interview also gave participants to be open to give more information if they felt it was relevant to the research.

All interviews were written down for aim of documentation and analyzed to create a service blueprint and service model canvas. This with the aim of having a more detailed view of the service and for the research to be able to identify weak points of the service, that would be required for improvements. Interview results, business model canvas and service blueprint are present on the document under appendix section.

#### 4.3.2 Observation

Participant observation, or shadowing, provides rich, in-depth, and accurate insights into how people use products, processes, and procedures. It is very useful for understanding context, behavior, motivations, interactions, and the reality of what people do, rather than what they say they do. It gives good depth and insight into latent needs—the things people actually need, but perhaps do not know that they need because they are so used to their old routine. (Polaine, Løvlie et al. 2013)

This method implies the collection of information by way of investigator's own observation, without interviewing the respondents. The information obtained relates to what is currently happening and is not complicated by either the past behavior or future intentions or attitudes of respondents. (Kothari 2004)

Observation is a less disruptive and more unobtrusive than interviews. However, participant observation does not just involve observing the situation, but also listening to the people under the study. (Holloway 1997)

According to Gold, there exist four types of observer to be recognize in regards of the involvement in the study: The complete participant, The participant as observer, The observer as participant and the complete observer (Gold, 1958)

The participant as observer has then be selected to fulfill the needs of data collection and analysis of the present document. Participants as observers are required to negotiate their way into the settings, and as observers to be part of the work group under study. The first advantage of this type of observation is the ease with which researchers can move around in the location as they wish, and thus observe in more detail and dept. (Holloway 1997)

According to Andy Polaine, participation is a very involved but enlightening way to gain user insights. It is not a way to study or document the user's lifestyle or occupation but allows you to become part of the user group you are researching. Participation can provide researchers with a unique, firsthand understanding of the way users feel and behave, and it is an excellent strategy for developing empathy and asking questions clients might not think of. (Polaine, Løvlie et al. 2013)

Observational data, especially participant observation, permits the evaluation researcher to understand a program or service to an extent not entirely possible using only the insights of others obtained through interviews. (Patton 1990)

Therefore, the research will take place with the student being an employee for Rauma Chamber of Commerce during a period of four months from November 19, 2019 to March 19, 2020. This with the aim of data collection and gain of a deeper understanding of KV-Klub as a service. The observation period aimed for the student to interact with the service and gain more information about points that are required for improvement. The student was given free use of Rauma Chamber of Commerce official website and Facebook account of the organization, for the aims of deeper research into the service, as well as the involvement into the organization of a KV-Klub meeting during February 25 of 2020. Therefore, the interview for business model canvas was made only to Rauma Chamber of Commerce CEO.

#### 4.4 Research Validity and Reliability

The term "validity" is also frequently used in the evaluation of the quality of measurement, and causal and statistical inferences of a study. If there is a mixing of causal effects, in which an extraneous causal factor can partially or totally explain the effect, then confounding exists and the study is considered weak or poorly valid (Wang 2002).

Validity is an important element that establishes the truth and authenticity of a piece of research, together with reliability (Holloway 1997). The practice is concerned with whether the findings are really about what they appear to be about (Saunders, Lewis et al. 2003).

According to Holloway, there exists two kinds of validity on a research:

**Internal Validity:** where researchers demonstrate that they present reality of the participants' thoughts a coherent storyline and excerpts from their interviews.

**External Validity:** where the research concepts have to be able to be applied into other similar situations.

In the other hand, reliability is defined as the extent to which technique or procedure will generate the same results regardless of how, when, and where the research is carried out or the extent to which the instrument is consistent (Holloway 1997).

Reliability can be assessed by posing the following three questions: Will the measures yield the same results on other occasions?, Will similar observations be reached by other observers?, Is there transparency in how sense was made from the raw data? (Easterby-Smith et al., 2002:53)

Good reliability means small random errors. Large random errors usually result from a poor detection limit (or low sensitivity) of an instrument, non-differential misclassification of exposure or outcomes, or simply a small sample size (Wang 2002).

The present research reliability and viability is reached through the documentation of the interviews by the total of the interviews being made to subjects who have a direct knowledge and understanding of the service and how it work on reality. The total of the answers have been written down and rectified during the moment of the interview.

The interview made to Rauma Chamber of Commerce CEO about the business model canvas was made through the sending of the questioner to the CEO's company email, the total of the answers were then categorized and documented.

All information and results of research and analysis have then be shared with Rauma Chamber of Commer CEO for rectification of information and corrections in case of need and the student has kept the CEO and internationalization committee chairman as a reference for further information when required.

#### 4.5 Research Ethics and Ethical Concern

According to the Finnish national board on research integrity, in order for research to be ethically acceptable and reliable and for its results to be credible, the research must be conducted according to the responsible conduct of research.

The student is to follow the principles that are endorsed by the research community, that is, integrity, meticulousness, and accuracy in conducting research, and in recording, presenting, and evaluating the research results. This applying methods for data acquisition as well as for research and evaluation, conform to scientific criteria and that are ethically sustainable. (Source: TENK)

Thus, having in consideration concerns related to the development of the research, the student had sign an agreement of confidentiality with Rauma Chamber of Commerce, in order to safeguard the publication of sensitive information related to KV-Klub service and the name of people involved in the development of the service.

## 5 DATA COLLECTION

### 5.1 KV-Klub Current Service

KV-Klub (KV-Klubi) is one of the services currently offered to members of Rauma Chamber of Commerce. The service is targeted to member companies, who are interested on internationalization of their activities, having as a definition of internationalization, as the process of increasing involvement in international operations (Welch and Luostarinen 1988).

The club is defined by Rauma Chamber of Commerce as: “A community-based model, that offers low-thresholds telephone advising on internationalization and hosts international KV-Klub meetings”.

The service is limited to members of Rauma Chamber of Commerce, who are interested on the internationalization of their service, and that consist at the moment of a committee with 15 members from a variety of company members and a chairman. Companies members of the internationalization committee are represented by a member with expertise on topics regarding internationalization of services and foreign market.

#### 5.1.1 KV-Klub Meetings

According to the official webpage of Rauma Chamber of Commerce, KV-Klub meetings are settled to last two hours per session, where topics related to internationalization will be discussed with companies of interest. The website also states that the meetings “may” occasionally have experts involve and that all interaction and information shared during it will be confidential. KV-Klub meetings are established to be limited to maximum of 10 people.

Therefore, further information on what KV-Klub meetings consist on, topics, interaction explanation, companies involved and other topics of relevance for potential clients



are not available on the webpage. Thus, the client is remitted to call to Rauma Chamber of Commerce CEO for further information.

### 5.1.2 KV-Klub Phone Advising Service

As established on point 3.1, KV-Klub counts with two main services offered to members. The second service “KV-Klub Phone Advising” is described on Rauma Chamber of Commerce website as an easily accessible peer support, where KV-Volunteers provide phone support and assistance on matter of internationalization.

This service is established to be limited to telephone conversation and advising, where the discussions are confidential.

Therefore, and as described on the point 3.1.1, the only source of information about the service is Rauma Chamber of Commerce Official webpage and the page does not present a more in depth explanation about the service or how it works. The customer then, is required to call Rauma Chamber of Commerce CEO for more information about the service.

## 5.2 Service Usage

According to information provided by Rauma Chamber of Commerce since its introduction on the beginnings of the year 2019. KV-Klub services have been used only during two different occasions, this by the introduction of two different KV-Klub Meetings: Rauma kauppakamarin KV-klubi, date: 29.1.2019 and Rauma kauppakamarin KV-klubi, date: 13.06.2019

It is registered by the Chamber of Commerce that, during the first meeting of KV-Klub during January 1, 2019, an approximated 20 people enrolled to the service, from which only 5 were from the right targeted group. The event was openly advertised through Rauma Chamber of Commerce Official Facebook Page and through straight email to member companies.

Due problems related on the targeting group, it was decided during March of 2019, that KV-Klub Meeting would in the following, only allow the presence of 10 members per session and that methods to ensure the targeted customer presence would be implemented.

The second KV-Klub Meeting on June 13, 2019 followed the newly introduced changes, having a documented enrolment of 11 representatives from the correct targeted group. The meeting invitation was created on Rauma Chamber of Commerce Official Website and counted with an agenda and enrolment button.

Therefore, more information about the meetings is not available, and feedback from them was not documented by the company.

### 5.3 Promotion and Advertisement of the Service

#### 5.3.1 Advertisement Channels

Rauma Chamber of Commerce counts with several channels which are used for the advertisement of their services, these channels are: Rauma Chamber of Commerce Official Webpage, Rauma Chamber of Commerce Facebook page, Rauma Chamber of Commerce Twitter page, Rauma Chamber of Commerce LinkedIn page and Kaupakamari Magazine

Currently, KV-Klub services are advertised only at Rauma Chamber of Commerce Official webpage and is available on two languages: Finnish and English. The quoted webpage is located on the upper right corner of the menu bar of the main webpage, listed under the category “Internationalization” on the English website and “Kansainvälisyys” in Finnish.

### 5.3.2 Rauma Chamber of Commerce Official Webpage

KV-Klub webpage consists of a simple layout, with a header, logo/banner of the service, information regarding KV-Klub and services offered under the brand, a picture and contact information.

The information displayed about the service is broad and tries to explain how the KV-Klub works, this by mentioning that the service is targeted to “companies interested on internationalization” and that it “provides peer support and meetings”. The text follows to introduce the two services listed under the brand KV-Klub: “Klub Meetings” and “KV-Klub Telephone Advising” and explain what the services are on bullet points.

The webpage thus, gives an easily understandable explanation of what KV-Klub is, what the services consist in and to whom it is directed, but yet fails on presenting a suitable image for the service having an unrelated logo and picture to give a backup to the presented information and no enrollment method to the service.

### 5.3.3 Rauma Chamber of Commerce Official Facebook Page

Rauma Chamber of Commerce counts with a total of 489 likes and 525 followers on their Official Facebook Page, this under the domain Rauma Kauppakamari or @K2Rauma. The social media page is one of the main points of advertisement for open to public happenings, news and event pictures.

KV-Klub first meeting was advertised as an event on the platform during the month of January (exact date on the release of the post is not available) under the name “Rauma Kauppakamarin KV-klubi” and tagged as a “Networking” event on the platform.

The event page counted with a picture of KV-Klub logo as a banner, the date, location, the agenda of the event and a link for enrolment to the event.

Due to its publication on Facebook, the event reached at its highest peak 540 general users and followers of Rauma Chamber of Commerce Official Webpage and register

15 interested users and 4 “goings”, from which 3 users were officially registered to the event.

KV-Klub brand was featured on a second occasion on Rauma Chamber of Commerce Official Facebook page on the date January 30, 2019. This by sharing an article published by Länsi Suomi Newspaper under the name “Vertaistuesta jelppiä kansainvälistymiseen – Leimetin tuotannosta 85 prosenttia menee vientiin” (From peer support to internationalization – 85% of Leimet’s output goes to export).

The mentioned post included mention of the newly introduced KV-Klub service and announces a coming up meeting during Spring. The post also presents for the first time the hashtag #kvklubi to the platform, this to facilitate the search for related information of KV-Klub on Facebook. The hashtag has since been out of use, with only this post connected to its existence.

Länsi Suomi article will follow to tell about Leimet’s experience with KV-Klub and point out the company’s expectations for the concept to be continued and develop on the future. Therefore, Länsi Suomi is a pay for newspaper and requires the user for log-in to be able to read the article.

KV-Klub would not be mentioned nor advertised again on the social media platform during the year of 2019.

#### 5.3.4 Rauma Chamber of Commerce Twitter Account

Rauma Chamber of Commerce counts with an official Twitter account under the domain Rauma Kauppakamari or @K2RAU, with a registered number of 224 followers. The account is regularly updated with information and serves as a form of advertisement channel for events, news, and event pictures.

The services of KV-Klub have a mention during January 30, 2019, by the sharing of the publication of an article from Länsi Suomi newspaper. The twitter post content the

same information as the Facebook post mention on point 4.3.3. and introduces to the platform the hashtag #kvklubi.

The referred post is the only mention of KV-Klub services through the year of 2019 on the Twitter platform.

Therefore, the hashtag #kvklubi have been on use on several occasions on the platform by Rauma Chamber of Commerce CEO. Whom, through her personal twitter account have introduced and advertised the KV-Klub service on dates: January 17, 2019 with a post about the introduction of KV-Klub services to the general public and on January 29, 2019 by sharing pictures of the first KV-Klub meeting and a link to the newspaper article from Länsi Suomi mentioned above.

The hashtag #kvklubi have been in use as well by two different users during the date January 29, 2019, this being by the company Lingo Translation Services and “X” twitter user. Both twitters contents praise Rauma Chamber of Commerce KV-Klub service and encourage users to join the service.

Therefore, the hashtag #kvklubi have been out of use since date January 30, 2019 and left without mention through the year of 2019.

#### 5.3.5 Rauma Chamber of Commerce LinkedIn Page

Rauma Chamber of Commerce counts with a LinkedIn Page under the domain “Rauma Chamber of Commerce”. Although, the account is followed by a total of 24 users, the page is not in use since the year 2017 and there is not mention of KV-Klub services or a hashtag to connect to the service.

#### 5.3.6 Kauppakamari Magazine

As listed above, Rauma Chamber of Commerce counts with several channels for the advertisement of their services, this including the paper and web publication “Kaup-

pakamari Lehti”, where KV-Klub services were mentioned and advertised on the publication number 1/2019 page 27, with an article under the name “Yhteisöllisyydestä apua kansainvälistymiskysymyksissä-vertaistukea Rauman kauppakamarin KV-klubilta” (Communality helps internationalization issues - peer support in Rauma Chamber of Commerce KV- Klub).

The article located on the present document as an Appendix 13, is only available in Finnish and is currently published on paper form at Kauppakamari Magazine and at Rauma Chamber of Commerce Official webpage on electronic form. The publication written by Miia Virtanen, gives a short inside look on KV-Klub services, as well as to mention the positive outcome from the first KV-Klub Meeting on January 2019, hosted by the company Leimet Oy.

KV-Klub magazine article ends encouraging companies to join to the service and introduces bullet points about the service. The information on bullet points on the publication, is the same published on Rauma Chamber of Commerce Official Webpage. The magazine went on with other 3 publications on the year of 2019, with no mention of KV-Klub services.

### 5.3.7 Word of Mouth

Although KV-Klub counts with several other channels for the advertisement of the service, it is still considered by the company that the word of mouth promotion of the service is one of the most effective ways of telling about the service. This promotion of the service would be normally done during the weeks or days before a KV-Klub Meetings by Rauma Chamber of Commerce or/and Internationalization Committee Chairman during business meetings or Rauma Chamber of Commerce events.

#### 5.4 KV-Klub Enrolment to Service

Currently KV-Klub Service does not count with an enrolment method to the service. Therefore, the customer is required to wait for Rauma Chamber of Commerce to announce or send a promotional email to be informed about a coming up meeting.

Although, KV-Klub is advertised as a “Club”, a list of members is nonexistent on Rauma Chamber of Commerce data nor system. Thus, when a meeting is planned and needed to be advertised, an email/invitation would be created and sent to manually selected Rauma Chamber of Commerce members.

According to Rauma Chamber of Commerce CEO, the invitation would be forwarded to members from companies known to have activities related to internationalization, presence on foreign countries or international companies.

The selection has the aim of targeting the adequate customer group and keep the number of participants on the average limit of 10 people per meeting.

Information on enrolled customers to the meetings is not storage on any official documentation of Rauma Chamber of Commerce. Having only emails with enrolment lists on meetings to carry the information for future referencing.

#### 5.5 Interview with Rauma Chamber of Commerce About KV-Klub Service

For the aims of the present thesis, a meeting with the CEO of Rauma Chamber of Commerce regarding KV-Klub Services was scheduled, this to gain a better understanding on how KV-Klub Service work on reality.

On November 22, 2019, the student met with Rauma Chamber of Commerce CEO in the installations of Rauma Chamber of Commerce in the city of Rauma, Finland. Were an in dept overview of KV-Klub services was introduced. Consequently, and after acquiring new knowledge about the service. the student came to the following realizations.

KV-Klub is a service offered by Rauma Chamber of Commerce, which aim is to present club members to concepts of internationalization. This through their introduction to different companies with expertise on international operations on different countries.

The service provides the member with the opportunity of hearing about other company's experiences when expanding their operations to a foreign country, this thorough advising and the sharing of their expertise on the matter. The club meetings are set to be in an informal environment, where open discussion between the parties is encouraged.

The KV-Klub is a service created by Rauma Chamber of Commerce on the beginnings of the year 2019 and managed by the Internationalization committee of the company, where the chairman is held responsible for the functioning and development of the service.

As discussed on previous points, KV-Klub counts with two main services: The KV-Klub Meetings & KV-Klub Phone Advising.

KV-Klub Meetings can be described as; the reunion companies interested on the internationalization of their services with companies already present on international market, where topics of interest are discussed.

During a year, two meetings are stablished to take place: one during beginnings of the year and another during the ends of it. The internationalization committee will then be responsible of selecting a featured company for each of the meetings. The meetings will be usually held on the installations of the feature company.

KV-Klub Meeting service can then be considered on a broad matter, as an internationalization service, where international market entry modes choices (exporting, licensing, franchising, joint venture and wholly owned subsidiaries) and host country factors (culture, government regulations, technology, economic development and market structure) are introduced to the client. This thorough the discussion in a gross mode,



of the steps taken by internationally involved companies to be introduced into international market, their experiences, and advices to others about the introduction of their services or products to foreign countries.

Therefore, the service “KV-Klub Phone Advising” serves as support service for the “KV-Klub Meetings”, where volunteers (usually members of the internationalization committee) offer their expertise to answer questions regarding the internationalization of services. The phone calls are settled to be not longer than 15 minutes, and answer to quick questions that might rise through the internationalization process of a company. Thus, this service is limited only to counselling via telephone.

KV-Klub Meeting and KV-Klub Phone Advising interactions are completely confidential, therefore information shared during these interactions is not to be shared after the service has been completed.

## 6 DATA INTERPRETATION & ANALYSIS

### 6.1 KV Klub Business Model Canvas Description

As part of the service analysis of KV-Klub, a business model canvas was created and attached to the document under the name “Appendix 9”. The quoted canvas was created with the information collected from the interview to Rauma Chamber of Commerce CEO, attached on the document as “Appendix 6” and results of observation of the service.

On the image the nine blocks of the service business canvas can be appreciate on a simple and easy to understand model. Allowing in consequence a deeper understanding of the service, what it does, who are the key partners and how is resourced.

The canvas starts from the left corner with the block named “Key Partners”, as explained on point 3.2.1 of the present document, this block introduces the suppliers and

partners of the service. In the case of KV-Klub, the service count with four main key partners:

**The Rauma Chamber of Commerce Internationalization Committee:** The internationalization committee consists of 15 members from different companies established in Rauma. The members aid KV-Klub by contributing with knowledge and advising on potential companies who would be interested on hosting KV-Klub meetings. The committee is also in charge of KV-Klub Phone Advise Service, where users can access to fast information on internationalization of services.

**Internationalization Committee Chairman:** The chairman of the internationalization committee acts as a main representative of the board. The chairman communicates all concerns, opinions, and knowledge attributions of the internationalization committee to the other key partners of the service.

**Company Members of KV-Klub:** The representatives of companies who are members of KV-Klub, contribute to the service with their knowledge, this by being part of the meetings as spectators and as potential hosts for KV-Klub Meetings.

**Rauma Chamber of Commerce Members with Internationalization Knowledge:** Companies members of Rauma Chamber of Commerce network who have presence on foreign countries, contribute to the service with their expertise and knowledge on the internationalization of services and enterprises. The representatives of these companies are also considered as potential hosts for KV-Klub Meetings.

The business model canvas then follows with the second block “Key Activities”. This section will introduce the main actions the service does in order to exists. In the case of KV-Klub, the key activities are listed as follows:

**Organizing KV-Klub Meetings:** The main activity of KV-Klub is to organize the KV-Klub meetings in cooperation with the internationalization committee and the selected host company. The meetings are the main service of KV-Klub and bring the most value to the service by introducing internationalization knowledge straight to the costumers and encouraging networking.

**Creation of Advertisement:** The service and the key partners are in charge of creating the advertisement of the service and meetings. The advertisement campaigns are to communicate to the club members when KV-Klub Meetings are happening and keep the service fresh in the mind of the customers.

**Marketing of the Service and Meetings:** Once the advertisement is created the key members are to distribute and publish it on all channels available. The marketing of the service will assure the assistance of customers to KV-Klub Meetings and their enrolment to KV-Klub Service.

**Development and Maintenance of Website and Social Media:** As described on point 5.3.2, KV-Klub counts with an own webpage where the service is presented and described to potential customers. KV-Klub maintains updated and working the webpage and keep their social media updated in order to keep customers interested and informed of coming events.

**Mentoring Via Telephone:** Telephone advising is the second most important key activity of KV-Klub, the mentoring is described on point 5.1.2. of the present document. The telephone advising is to answer quick questions regarding internationalization and is given by selected internationalization committee members.

The block “Key Resources” will follow on the canvas, this section introduces all items that are required for the service to happen. KV-Klub counts with four main items that the service need:

**Rauma Chamber of Commerce:** The chamber acts as one of the main pillars of the service, for it is the main source of network access for the service. The chamber also serves as a base platform where KV-Klub is advertised and introduce to customers.

**Club Members Knowledge:** The knowledge of internationalization is the key value that the service aim to offer to the customers, for without it the service would not be possible. This expertise attracts customers and engage them to the service, giving the customers the knowledge, they look for when enrolling to the service.

**Internationalization Committee:** As explained on “Key Partners” the internationalization committee is one of the pillars of the service, this because the members bring their expertise on internationalization and acts as a medium between the service and internationalized companies.

**Internationalized Company Members:** These companies’ members of Rauma Chamber of Commerce network who aren’t members of KV-Klub are considered as a key resource because they are look as potential KV-Klub Meeting hosts and KV-Klub members. The companies contribute with expertise and knowledge of market practices, strategies, and other valuable information.

“Value Proposition” will follow in the canvas, the block introduces the main benefits the customer will get from being part of KV-Klub, these benefits are listed below:

**Creation of a Network with Experts:** KV-Klub opens the possibility for the customers to create a new network with the experts involved on the service. This new network will benefit the customer by allowing them to create new business relationships and acquire straight information and advice from experts.

**Getting Reliable Information About Foreign Market:** By using the service KV-Klub customers acquire reliable information from companies who are having business relationships in foreign countries. The information will always come from companies who are exporting or having own branches of the enterprise on countries outside Finland. This experience and knowledge then are shared to the customer through the service through KV-Klub Meetings and KV-Klub Phone Advising.

**Real Life Knowledge About Export Activities:** As explained above, companies with presence on foreign countries will share their expertise and experiences on internationalization by becoming KV-Klub Meeting hosts or giving their inside on topics during the meetings. This real-life experience would give an inside into the current practices on foreign markets and on how activities are made on reality.

The following block under the name “Customer Relationship” tells about the business relationships the customers will be able to create when using the service KV-Klub, as concluded by the interview to Rauma Chamber of Commerce CEO, the customer relationships that the customer will make are two:

**Networking with Experts on Internationalization:** Besides getting reliable information, one of KV-Klub aims is for its costumers is to create new business relationships and network with other who could in the future become their guides when persuading the internationalization of services. This network would be created during the direct interaction of companies and customers during the KV-Klub Meetings.

**Getting Peer Support with Expert Companies:** The KV-Klub serves also as a community which aims to give support to companies looking into introducing themselves to international markets. Introducing KV-Klub customer to the network, would encourage the customer to create new business connections and get support from members of the club who have experience on internationalization.

On the block “Channels” introduces the ways the service is being advertise to the customer; KV-Klub have several channels of advertisement that are listed on point 5.3.1 of the document. Therefore, having in consideration the interview made to Rauma Chamber of Commerce CEO, these channels are the following: Rauma Chamber of Commerce Official Webpage, Rauma Chamber of Commerce Official Social Media (Facebook, Twitter and LinkedIn), Kauppakamari Magazine and word of mouth from Rauma Chamber of Commerce CEO and Internationalization Committee Chairman.

“Customer Segments” block would follow next, where target customers of KV-Klub are listed, these being 8 main groups; Small companies in Rauma, Medium Size companies in Rauma, Internationalized companies in Rauma, Companies Doing Exports in Rauma, Companies in Rauma interested on Internationalization, Companies with International Personnel and Companies Interested in Hiring international personnel in Rauma.

The block “Cost Structure” then would tell about what are the activities or resources that are the costliest for the service. According to Rauma Chamber of Commerce CEO,

KV-Klub does not have major costs, this due to KV-Klub Meeting costs being covered by the host company of the meeting. Therefore, the main costs of the service would be two:

**Time Arranging Meetings:** As explained above, the costs of creating a KV-Klub Meeting would be covered by the host company. Therefore, the arranging of the meeting would be still be responsibility of KV-Klub. The time expended into the organizing and other preparations for the meetings would be then translated a cost of time for the club.

**Marketing of Service:** KV-Klub has a low budget for the marketing of the services. Created advertisement pictures will be created by Rauma Chamber of Commerce and then shared on the channels described above without adding any other extra cost for parties involved.

The last block of the business model canvas named “Revenue Streams” will give an inside on how the service get its resources in order to deliver the service to the customer. As explained before, KV-Klub does not have any big costs and according to Rauma Chamber of Commerce, the service is focused on giving information to companies and not on creating any stream of revenue. Therefore, the small costs of the service are cover by Rauma Chamber of Commerce and host companies of KV-Klub Meetings.

## 6.2 KV-Klub Service Blueprint Description

KV-Klub is a service offered by Rauma Chamber of Commerce that aims to provide low-threshold peer support and meetings on topics related to the internationalization of companies and company’s services. The service acts as an advising support group for small to medium companies looking to learn from experienced peers about internationalization topics.

For the aims of the present document and to better understand the service KV-Klub, the creation of a blueprint was required. The blueprint of KV-Klub as a service is attached to the present document under the chapter Appendix 10.

The blueprint presented was created through the analysis and interpretation of current Rauma Chamber of Commerce CEO and Internationalization committee chairman interviews in combination with results from the observation phase of the study, where the student had the opportunity to interact with the service as a customer and inside company observer.

The quoted blueprint introduces the service stages and steps the customer must follow to discover, join, use and leave the service and introduces a view of the work and preparations made by the company that aren't on view of the customer.

The blueprint starts with the first step named under "discover", this step explains how the customer gets to know about the service offered by the company. In the case of KV-Klub service, it can be noted that the potential customer is interested on internationalization topics and would like to have more information about them. The customer would follow to search for information about companies that offer internationalization services through internet, peers, and social media.

On the backstage of this step it can be appreciated that, Rauma Chamber of Commerce and Internationalization committee would create advertisement and advertise the service through various available channels such social media, chamber of commerce official webpage and Kauppakamari magazine, this with the aim of reaching customers.

Once the customer is made aware of KV-Klub service and decides to know more about it, he will follow to the next step "join", where the potential customer will find general information from Rauma Chamber of Commerce Official webpage and decide to join to the service by enrolling through a telephone call or joining to a current KV-Klub Meeting. On the backstage the customer ensures that the webpage has updated and clear information about how the service work, as well as ensuring that once the customer decides to join to the meeting, he would be put on the list of assistance of the event. Rauma Chamber of Commerce and Internationalization Committee will also

work on the development and organization of the event in cooperation with the selected case company.

On the following step “Use”, the customer will have its first physical contact with the company and the service by joining to a KV-Klub Meeting at the addresses of the company case. On the meeting day the customer will arrive to the meeting, get information about internationalization topics, and get to know about peer experience on the topic. On the backstage KV-Klub will moderate the meeting, introduce the speakers, and interact with the client until the end of the interaction.

The steps “Development” and “Leave” will follow, where the customer will get the new knowledge about internationalization through the experience and advising of experienced peers who work on international markets. The information will then serve him as a reference for his following decisions. The experience will also open the customer the possibility to expand its network and get more information on internationalization in future.

#### 6.2.1 KV-Klub Meetings Blueprint Description

KV-Klub Meetings are the main service offered under the KV-Klub brand. The twice a year gathering are targeted to members of the club and introduce internationalization company cases and topics of interest in an affable atmosphere.

Under the name Appendix 11, a service blueprint is presented to better understand KV-Klub Meetings from the customer perspective. The first step of the service blueprint named “Discover” showcases how the customer gets to know a KV-Klub Meeting is coming put, the client would get this information from Rauma Chamber of Commerce social media platforms, an announcement on the official chamber’s webpage, Kaupakamari magazine or straight from a word of mouth from Chamber of Commerce members and/or employee’s. On the backstage operations, Rauma Chamber of Commerce staff will ensure of developing and publishing advertisement for the meeting in all their platforms with reliable information.



The blueprint will follow to the second stage under the name “Join” were once the customer’s interest had been reached, he will research for more information from Rauma Chamber of Commerce website and enroll to the meeting. The customer has also the possibility to get further information through a phone and get enrolled to the meeting. Rauma Chamber of Commerce will ensure the platforms and phone number to be functioning and with updated information, as well as administrate the customer’s registration to the meeting. The chamber will also work in cooperation with the internationalization committee and selected company, to plan and organize the event.

The following stage “Use” were the customer will join the meeting on the date and hour established, he will meet the Internationalization Committee, Rauma chamber of Commerce staff and the selected company for the first time. During this stage, Rauma Chamber of Commerce will moderate the meeting and interact and assist the client when required. Through the stage “Develop” the customer will get guidance and reliable information about internationalization topics by the selected experts, this being assured by Rauma Chamber of Commerce, who has scheduled the meeting to take place with the most competent people.

In the last stage “Leave” the customer will have acquired new and reliable knowledge about internationalization and what can he expect when moving towards the internationalization of his own company, concluding this way the KV-Klub Meeting.

#### 6.2.2 KV-Klub Telephone Advising Blueprint Description

KV-Klub Telephone Advising is the secondary service offered under the brand KV-Klub. The advising assistance is meant to work as a complementary service for the KV-Klub Meeting, where customer questions related to internationalization will be answered through a phone call. To be able to get a deeper understanding of the service a blueprint has been created and attached to the present document under the chapter Appendix 12.

The referred blueprint will start on the stage “Discover” where the customer is having a question or needing quick advice on an internationalization related topic. Finding on

Rauma Chamber of Commerce webpage or hearing from chamber's members or staff about the telephone advise service. On the backstage process Rauma Chamber of Commerce is working on the webpage and keep it up to date with the contact information to the service. "Join" will follow by the customer finding the information about the phone service on Rauma Chamber of Commerce Official Webpage or by directly calling to the chamber of commerce to get information.

The following stage "Use" will reflect on the customer making the call to the KV-Klub Phone Advising and getting connected to a KV-Klub Advisor. Rauma Chamber of Commerce and the Internationalization will then ensure the presence of a KV-Klub advisor to answer to the customers call and for the advisor to answer to the customer's call. The stage "Develop" will follow the customer through his usage of the service, this by getting guidance by KV-Klub Advisor. The company will ensure that the person gives reliable information to the client and give advice if required.

"Leave" will be the last step, were after getting reliable information, the customer will end the call, finishing the interaction with the service.

## 7 RECOMMENDED IMPROVEMENTS

### 7.1 Blueprint Improvements

#### 7.1.1 Involvement of Internationalization Committee

Currently KV-Klub is run through the work of Rauma Chamber of Commerce CEO and Internationalization Committee Chairman, who are in charge of administrating, maintaining and the organizing of KV-Klub services. Thus, the direct involvement of other members of the internationalization committee is not present during any stages of the service, this reflected on results from blueprint mapping.

Therefore, it is recommended for the company to take in consideration the addition of internationalization committee as an active part of KV-Klub planning and development. This through the reunion of all parties with the aim of discussing forms of improvement, ideas, and suggestions for the service.

Rauma Chamber of Commerce and the Internationalization Committee is also to consider the introduction of a larger amount of international representation to the team, this through the addition of international representatives of companies to the internationalization committee or as temporary advisors to KV-Klub. This with the aim of collecting valuable information and inside from international experts about topics of interested in KV-Klub Meetings.

#### 7.1.2 KV-Klub Meetings in English

At the moment, KV-Klub services are only available in Finnish, disabling the opportunity of presenting valuable information about internationalization from foreign experts on the field working in Rauma.

Although KV-Klub services are advertised in English on Rauma Chamber of Commerce Official English webpage and that company does not discard the telephone advising being done in English, KV-Klub Meetings with English content haven't been introduced. Thus, it is recommended for the company to consider the introduction of English KV-KV Meetings with full English content, this with the aim of introducing internationalization information from a larger variety of sources and offering as well, the opportunity for international workers to have access to the service.

The introduction of English content was discussed with Rauma Chamber of Commerce CEO and Internationalization Committee Chairman during January of 2020. As a result, the first Global Club Meeting (formerly known as KV-Klub) on date 25 of February of 2020, was held partially in English and featured international experts who are living in the city of Rauma. The event counted with the presence of 43 attendees and opened the discussion and networking opportunities between company representatives and foreign experts living in Rauma.

### 7.1.3 Feedback Collection

According to results of KV-Klub blueprints, the club and its services lack an important step on during the “Leave” stage, this being the collection of feedback from the customer after using the service. Feedback is an essential point of reference for the company to know how the service is being perceived by the customer and which improvements can be performed in order to archive a higher level of customer satisfaction. By eliminating this fundamental stage of the service, KV-Klub is disabling the opportunity of collecting valuable information for the improvement of the service and future development ideas.

Currently any feedback from the service is being given verbally or through email to Rauma Chamber of Commerce CEO and Internationalization Committee Chairman. Therefore, the information commonly came from KV-Klub Meeting hosts only and not from other customers. The quoted feedback was reduced to few sentences, that do not give in dept information about the service or how this could be improved in the future.

Thus, it is recommended for the company to consider adopting a feedback method for the collection of customer reactions to the service. A simple feedback form or electronic questioners is recommended to the company, since this can be easily created through the company’s own system and be delivered to enrolled attendees to the service without adding any additional cost to the enterprise.

The feedback questioner is to be sent to the attendees after the use of any of KV-Klub services and results of the questioner are to be analyzed by the company in order to identify strong and weak features of the service, that could be kept, improved or removed from the service.

## 7.2 Renaming of KV-Klub

Through the development of the present study then name of the service “KV-Klub” was pointed by Rauma Chamber of Commerce CEO, Internationalization Committee

Chairman and other members of the internationalization committee as one of the weakest spots of the service, by the name has been catalogued as “outdated”, “weak” and “inadequate”.

KV-Klubi standing for “Kansavalisus Klubi”, is the given name for the service in the two available languages (Finnish and English). Although, the name has close relation to KV-Klub core values, this being “Internationalization”, it fails to give a complete image of what the service aim to be. Therefore, KV-Klub is required to research and adopt a new name for the service. The name is to have words compatible with English and Finnish vocabulary but preferably being English, this for the name to reflect that the service is international and open to customers in Finland who do not speak Finnish.

By having a name in English, the service not only gets an international image, but opens itself the option of offer meetings in English, becoming at the same time more inclusive with the international community working in Rauma.

Some suggestions from the student of some suitable names are the following: International Lounge Club, Internationalization Lounge, Cosmopolitan Business Club (CB-Club), International Network Lounge (IN Lounge), International Network Club (IN Club), Internationalization Support Club (IS Club), Global Lounge, Internationalization Peer Support Lounge (IPS-Lounge), Internationalization Aid Club (IA-Club), Internationalization Union Club (UI-Club) or Global (Globalization Network Lounge).

The list of name suggestions was created and delivered to Rauma Chamber of Commerce CEO on date 11 of December of 2020, the list was then forwarded to Internationalization Committee chairman and was decided during the same day that KV-Klub would adopt the new name of “Global Club”.

### 7.3 Image Update & Logo

KV-Klub counts with only with a banner to represent the service. The image contains the name of the club and Rauma Chamber of Commerce attach to it with a purple background. The image also contents two firework images in golden to decorate the

overall banner. The quoted banner will be attached into the present document under the name “Appendix 14” for reference. This banner has been used for advertisement of the service, as well as being the main logo for the service on Rauma Chamber of Commerce Official Webpage.

Although the simplicity of the image could make the customers to easily remember the service, this banner fails to present a suitable image for the service, having an image that does not relate to the service nor gives an adequate presentation of what the service is about.

Therefore, it is recommended for the company to consider changing the image banner and to create logo for KV-Klub. The new banner has to represent the service and give a reference to what KV-Klub is about, this for customers to have an easier understanding of the service. In addition, the new logo is to have close relation to the new banner, for the service to be easily identified when related to other events.

Recommendations for potential banner and logos were created by the student and presented to Rauma Chamber of Commerce CEO and Internationalization Committee Chairman on December 12, 2019. The samples of the banners and logos are attached to the present document under the name “Appendix 15”. It was agreed on the same date, that KV-Klub would adopt the Global Club logo with the dark blue background.

#### 7.4 Webpage Update

KV-Klub internet webpage located on Rauma Chamber of Commerce Official Webpage, was created during the beginnings of 2019. The webpage and its distribution explained on point 5.3.2, has been maintained since and haven not change or had any update since its introduction.

The webpage is easily found and access on Rauma Chamber of Commerce webpage and gives a simple explanation of KV-Klub Services, therefore it fails to be visually pleasing and the information aviable about the service is not enough for the customers to have a clear idea of what KV-Klub is.

Therefore, it is recommended for the company to consider the updating of the webpage and to think about a new distribution on the page for it to be more easily navigated, self-explanatory and have the introduction of media to back up the written information.

Suggestion for a new webpage distribution were sample by the student and addressed to Rauma Chamber of Commerce CEO, the map is attached to the present document as “Appendix 16”. The new distribution of the webpage and addition of new features were applied during December 15 of 2019.

## 7.5 Promotion and Advertizing

As explained on point 5.3 of the present document, KV-Klub counts with six main advertisement channels. Thus, this have been left un-used by KV-Klub and reference about the service are inactive. It is to be consider by the company, that for the service to be remembered by the customer, this have to be constantly advertised, this in disregard if a KV-Klub Meetings would happened on the following or not. Rauma Chamber of Commerce is to consider using its channels and spaces of advertisement to promote KV-Klub as a service of its own, for this to be more easily identified and be present on the minds of potential and current customers.

The advertisement of the service is recommended to be done in all channels, as often as the company considers adequate, having in consideration that according to the students findings, traffic on Rauma Chamber of Commerce Social Media is the heaviest during the months of May through August, months on which advertisement of services is the most ideal.

### 7.5.1 KV-Klub Service Explanatory Video

Rauma Chamber of Commerce is suggested to consider the introduction of media to simplify the understanding KV-Klub, this due to the realization that sufficient information on what the service is, is not aviable for the customer at first hand.

It is recommended for the company to consider the creation of a simple explanatory video about KV-Klub, that could introduce the most relevant features of the service and how it works. The video is to be short, concise, and easy to understand, in order to deliver KV-Klub message successfully. Therefore, having in consideration that KV-Klub is a low budget service, a free platform is to be use for the creation of the video and then upload to a free video platform such YouTube for its use and distribution.

A promotional video was created by the student during December of 2019 for KV-Klub, the video made with the use of the service Pow Toon, has a duration of 1:06 minutes and was made in two language versions Finnish and English. The video samples were sent to Rauma Chamber of Commerce CEO and Internationalization Committee Chairman for review and were approve for addition into Rauma Chamber of Commerce Webpage on December 13, 2019.

Both videos were uploaded to the online platform YouTube through a new YouTube channel created by the student to Rauma Chamber of Commerce. The channel was created on December 12, 2019 and named “Rauman Kauppakamari”. The videos were made aviable to general public on December 14, 2019 and are aviable on the YouTube platform under the names “Rauman Kauppakari Global Clubi” in Finnish and “Rauma Chamber of Commerce Global Club” in English. The media was added to Rauma Chamber Official webpage during the same day.

Rauman Kauppakamari YouTube channel is still active and aviable for future uploading of advertainment material for Rauma Chamber of Commerce.

#### 7.5.2 KV-Klub Pamphlet

As analyze on point 5.3.7, word of mouth is one of the most frequently used channels of advertisement for KV-Klub and its services. Although the promotion of the service would be made directly to the customer, the information delivered would be short and only focused on the advertisement of KV-Klub coming up meetings. In consequence,



missing an ideal opportunity for the service advertisement and risking on the information to be easily forgotten.

Therefore, it is recommended for the company to consider the creation of advertisement on paper form with a KV-Klub pamphlet. The pamphlet is to contain key information about KV-Klub services and benefits on a simple presentation and have in consideration the color sequence used to identify the service.

This form of advertisement is advice as a form of reinforcement for the word of mouth advertisement that the company currently has about the service, by introducing a document that can be taken with by the customer and store for future reference. The pamphlet is to be displayed to the customers during Rauma Chamber of Commerce events with other advertisement materials of the company.

A pamphlet sample was created by the student and presented to Rauma Chamber of Commerce CEO during December of 2019. The pamphlet was created on two languages English and Finnish to facilitate its distribution to Finnish and English speakers. The Finnish version of the document is attached to the present document for reference under the name “Appendix 17”.

## 7.6 KV-Klub Facebook Group

As explained on previous points through the document, KV-Klub counts with two main services: KV-Klub Meetings and KV-Telephone Advising. Although the service KV-Klub Meetings have been in use for several times during the year with two meetings in 2019 and one meeting in 2020 to the date, the service KV-Telephone Advising hasn't been used in any occasion through 2019 and 2020. Due to its inactivity, the company is to reevaluate its importance as part of one of the main services offered by the brand KV-Klub and consider the possibility of introducing more relevant services to the club.

For the reason explained above and having in consideration the presence of large amount of Rauma Chamber of Commerce clients on the platform Facebook, the company is to consider to use the social media platform for KV-Klub's advantage by the

creation of an own private group. The private group is to add all members of KV-Klub present on the online network, where events, questions and information related to internationalization can be shared with the members, enabling discussion and advising between the participants, giving in consequence bigger sense of community.

## CONCLUSION

Through the present document the use of service design tools; service model canvas and service blueprint was applied in order to understand the service KV-Klub from its core. This being aid by the interviewing of key subjects to the service and the introduction of the researcher as a participant to the company. The research has given then the opportunity for the service to be visualized and analyzed from the point of view of the company and the student acting as a customer for KV-Klub, allowing an inside view of the service and the targeting of weak points of the service that would require for improvements.

On one hand, the service model canvas had proven to be a useful tool for the researcher to be able to understand the service and identify key factors that allow KV-Klub to exist and be able to provide services to the customers, this through the de-construction of the service into smaller and easier to analyze sections. The model canvas had also allowed the simplified understanding of KV-Klub business strategy and how the resources related to each other in order to create value for the company.

The use of the business blueprint then was use with the aim for aiding the understanding of the KV-Klub service from the point of view of the customer. The blueprint and its creation allowed the researcher to experiment with the service as a customer, allowing in consequence, the identification of current and potential issues related to the service.

In combination the two service design tools, allowed the researcher not only to understand the service from its core, but to be able to identify weak points of the service that required for immediate improvement. This strategy could be use also in future for other companies to better understand and improve their services through the use of service design.

## 7.7 Further Research

Rauma Chamber of Commerce is to consider that the improvement suggested for the services (if applied) will require for the company to re-introduce the service and create adequate advertisement for the changes to be noticed by the customer, making clearly as possible that the former service KV-Klub has been substituted completely by Global Club.

KV-Klub is a young service that requires time, investment, and constant prototyping in order to acquire more information on what the customers expect from the service and what they hope for it in the future. Thus, as established in recommendation, a feedback system is highly required for the further development of the service.

The company is also to research on current channels and current ways of advertisement for the service, in order to reach higher numbers of enrollments to the service, as well as enabling the advertisement of the service in English.

As established during previous points, the company should also apply efforts into getting the involvement of international experts as part of the service. This since the main aim of KV-Klub is to gain knowledge about internationalization through the experience of others. By enabling the introduction of foreign knowledge, the company would open itself to offer a larger variety of relatable and outstanding information, that would not be possible to obtain from any other source, giving as well in consequence, the image of a more open and internationalized service.

## 7.8 Final Words

The present research has been the result of a close cooperation with Rauma Chamber of Commerce and the Internationalization Committee. I would like to thank both parties for the trust put on me for the research and the development of solutions for KV-Klub, hoping that the results and work put in the research will result into a further

development of the service and enable future opportunities for businesses in the city of Rauma and for international professionals living and working in the city.

## REFERENCES

50Minutes.com. (2017). The Business Model Canvas: Let your business thrive with this simple model. ISBN 9782806279378

Business Model Canvas. Group Map. <https://www.groupmap.com/map-templates/business-model-canvas/> Referred: 04.05.2020

Business Model Canvas. Service Design Tools. <https://servicedesign-tools.org/tools/business-model-canvas> Referred: 29.03.2020

Easterby-Smith M., Thorpe, R. and Lowe, A. (2002). Management Research: An Introduction (2<sup>nd</sup> edn), London, Sage.

Finnish National Board On Research Integrity (TENK). Responsible Conduct Research (RCR). <https://www.tenk.fi/en/responsible-conduct-of-research> Referred: 10.05.2020

Glaser, B., & Strauss, A. (1967). The Discovery of Grounded Theory: Strategies for Qualitative Research. Mill Valley, CA: Sociology Press.

Gold, R. (1958). Roles in sociological field observation. Social Forces, 36, 217-213.

Holloway, I. 1997. Basic concepts for qualitative research. Oxford: Blackwell Science.

Kauppakamari Lehti 1/2019. Rauma Chamber of Commerce. [https://raumankauppakamari.fi/assets/raumankauppakamari/files/Kauppakamari\\_1-2019-web.pdf](https://raumankauppakamari.fi/assets/raumankauppakamari/files/Kauppakamari_1-2019-web.pdf) Referred: 12.12.2019

Kothari, C. R. 2004. Research methodology: Methods & techniques. 2nd ed. New Delhi: New Age International (P) Ltd., Publishers.

Live/work. "Service Design" [www.livework.co.uk](http://www.livework.co.uk) Referred: 02.01.2020

Luse, A., Mennecke, B., & Townsend, A. (2012). Selecting a research topic: A framework for doctoral students. International Journal of Doctoral Studies, 7, 143-152.

Miettinen, S. & Valtonen, A. 2013. Service design with theory: Discussions on change, value and methods. 2nd rev. ed. [Rovaniemi]: Lapland University Press.

Mortiz Stefan. (2005). 'Service Design: Practical Access to an Evolving Field' <https://www.servicedesigninstitute.com/wp-content/uploads/2018/12/Practical-Access-to-Service-Design.pdf> Referred: 02.1.2020

NN/g Nielsen Norman Group. "Service Blueprint". Referred: 29.03.2020 <https://www.nngroup.com/articles/service-blueprints-definition/>

Osterwalder, A., Pigneur, Y., Clark, T., Smith, A. & Pijl, P. v. d. 2010. Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken, N.J.: John Wiley & Sons.

Patton, M. Q. 1990. Qualitative evaluation and research methods. 2nd ed. Newbury Park (CA): Sage.

Pijl, P. v. d., Lokitz, J., Solomon, L. K., Van Lieshout, M. & Van der Pluijm, E. 2016. Design a better business: New tools, skills and mindset for strategy and innovation. Hoboken, New Jersey: Wiley.

Polaine, A., Løvlie, L. & Reason, B. 2013. Service design: From insight to implementation. Brooklyn, NY: Rosenfeld Media.

Practical Service Design. "Service design 101". <http://www.practicalservicedesign.com/service-design-101> Referred: 08.02.2019

Practical Service Design. "How many service designers does it take to define Service Design?" <https://blog.practicalservicedesign.com/how-many-service-designers-does-it-take-to-define-service-design-6f87af060ce9> Referred: 03.01.2020

Rauma Chamber of Commerce Official Webpage. "KV-Klub". <https://raumankaup-pakamari.fi/fi-fi/kansainvalisyys/kv-klubi/35/>. Referred: 15.11.2019

Rauma Chamber of Commerce Official Facebook Page. <https://www.facebook.com/K2Rauma/> Referred: 18.11.2019

Rauma Chamber of Commerce Official Twitter Page. <https://twitter.com/K2RAU> Referred: 24.11.2019

Rauma Chamber of Commerce Official LinkedIn Page. <https://www.linkedin.com/company/rauma-chamber-of-commerce/> Referred: 10.12.2019

Saunders, M., Lewis, P. & Thornhill, A. 2003. Research methods for business students. 3rd ed. Harlow: Prentice Hall.

Sachdeva, J. K. 2009. Business research methodology. Mumbai [India]: Himalaya Pub. House.

Service Design Tools. "Journey Map". <https://servicedesigntools.org/tools/journey-map> Referred: 10.3.2020

Service Design Tools. "Service Blueprint" <https://servicedesigntools.org/tools/service-blueprint> Referred: 05.01.2020

Service Design Tools. "All Tools" <https://servicedesigntools.org/tools> Referred: 05.01.2020

STICKDORN, M., LAWRENCE, A., HORMESS, M.E. and SCHNEIDER, J., 2018. This is service design doing : applying service design thinking in the real world : a practitioner's handbook. First Edition edn. Sebastopol, CA: O'Reilly Media, Inc.

Stickdorn, M., Lawrence, A., Hormess, M. E. & Schneider, J. 2018. This is service design methods: A companion to this is service design doing : expanded service design thinking methods for real projects. First Edition. Sebastopol, CA: O'Reilly Media, Inc.

Tuulaniemi J. 2011. Palvelumuotoilu

Wang, J. 2002. Basic principles and practical applications in epidemiological research. Singapore ; River Edge, N.J.: World Scientific.

Welch, L. S. and Luostarinen, R. (1988) 'Internationalization: Evolution of a Concept', *Journal of General Management*, 14(2), pp. 34–55. doi: 10.1177/030630708801400203.



**Introduction Interview KV-Klub**

How and when did the idea of KV-Klub got born?

What is the current KV-Klub structure?

Who are the targeted clients?

What are the customer requirements to join to KV-Klub?

Could you tell in your opinion who are KV-Klub biggest competitors?

What makes KV-Klub different from other similar services?

What would you consider KV-Klub bigger current issues?

How KV-Klub meetings are organized?

How is the communication between parties inside the organization?

### **Business Model Canvas Interview**

#### **Key Partners**

- a. Who are KV-Klub key partners?
- b. How do key partners contribute to KV-Klub?
- c. Does KV-Klub get key resources from the partners? which?

#### **Key Activities**

- a. What are KV-Klub key activities
- b. What key activities does the partners perform?

#### **Value Proposition**

- a. What kind of customer value does KV-Klub provides for the client? (how they benefit from the service?)
- b. Which customer needs does the service satisfy?

#### **Customer Segments**

- a. What is KV-Klub customer base?
- b. Do you consider KV-Klub customer base has segments? Which ones?
- c. Does KV-Klub have a main customer segment?
- d. What is the background of the main customer segment? (area of expertise)

#### **Customer Relationships**

- a. What kind of relationships customers expect to create when using KV-Klub services?
- b. What relationships have the customers already created?
- c. How does KV-Klub maintain their customer relationships?

#### **Channels**

- a. What channels does KV-Klub uses to reach / communicate with the customer?
- b. Are the channels integrated? How?
- c. Which used channels are the most efficient?

#### **Cost Structure**

- a. Is KV-Klub value or cost driven?
- b. Which are the biggest expenses KV-Klub is having?

#### **Revenue Streams**

- a. Does KV-Klub have revenue streams?
- b. How is KV-Klub financially supported?

## **Blueprint Interview Questions**

### **Awareness**

- How are KV-Klub services currently advertised?
- How often KV-klub services are advertised and where?
- How customers get to know about KV-klub services?
- How customers usually get information about the KV-Klub services?

### **Joining**

- How can the customer join to KV-Klub?
- What is the most usual way of joining the service?
- How fast can the company respond to a new customer enrolment?

### **Usage**

- In which languages the service is available?
- What is the number of enrolments to KV-Klub services?
- How many KV-Klub meetings are in a year?
- What was the total of attendees to this year's meetings?
- How many KV-Klub Advisor calls are in a year?

### **Development**

- How topics for KV-Klub meetings get selected?
- Who organizes the KV-Klub meetings?
- How KV-Klub phone advisers volunteers are selected?

### **Leave**

- Does KV-Klub count with a feedback system?
- How do customers give feedback about the services of KV-Klub?
- What has been the client's response to KV-Klub service?

**Introduction Interview Answers KV-Klub with Rauma Chamber of Commerce CEO (10.11.2019)**

***How and when did the idea of KV-Klub got born?***

It was the current internationalization chairman who brought the idea from another chamber of commerce. The idea was then implemented on Rauma Chamber of Commerce one and half years ago.

***What is the current KV-Klub structure?***

A meeting will start with welcoming words, then a roughly half an hour presentation about the company's case and have the club meeting that includes a half-directed discussion.

***Who are the targeted clients?***

Any director or CEO, as well as professional between International Businesses.

***What are the customer requirements to join to KV-Klub?***

To be involved on International businesses.

***Could you tell in your opinion who are KV-Klub biggest competitors?***

Other types of networks, if there are any who can compare. Therefore, we haven't done further investigation.

***What makes KV-Klub different from other similar services?***

I think other services for internationalization are more professional focus for companies. This (KV-Klub) is a peer network.

***What would you consider KV-Klub biggest current issues?***

We need to brand the service better and get more people to join.

***How KV-Klub meetings are organized?***

They are organized by chamber of commerce office and the case companies.

***How is the communication between parties inside the organization?***

By email and telephone, also meetings.

## APPENDIX 5

### **Introduction Interview Answers KV-Klub with Internationalization Committee Chairman (4.12.2019)**

#### **How and when did the idea of KV-Klub got born?**

2 years ago, before the introduction of the current CEO to RCC, during a meeting of chamber CEOs and committees in Helsinki, an international chamber of commerce invited us to share some ideas and I think it was influencing and he had very urgent need to have some opinions, different kind of influencing issues. We were also sharing some good practices, person x shared and presented the idea of KV-Klub, it was fast and broad kv-klub service what they have there for 2 years. I discussed with KV-committee and they like it.

#### **What is the current KV-Klub structure?**

Welcoming words, I told about the idea came up and what are the expectations, then the rest of the program is always a bit different and depends of the company and company owner and what they want to archive.

There were two groups solving the problems and we were talking about investing and economic issues and speaking widely on the issues and didn't get far and we couldn't get new info because the concept was too new. We learn it should be more specific and establish what is the issue on kv-klub meetings. In second there was a small introduction and Rauma Chamber of Commerce CEO was leading the conversation, and was much better

#### **Who are the targeted clients?**

Small and medium companies

#### **How have KV-Klub meeting been?**

When we started with the concept when the current CEO have just started (in Rauma Chamber of Commerce) and the idea was quite new. The first meeting was with Laimet during winter. The CEO wanted to start it and was very eager/ enthusiastic with the idea and we had a good time. We had 20 people together on first time. Didn't like the

idea to have public sector. There was an explanation on how Laimet has grown and became international and it was too long (history of year 65), but it was really nice and had 2 questions from us related to digital challenges.

30 of June, 2<sup>nd</sup> meeting we were invited to Satatuotte and afterwards they were really thankful for the meeting, they had no expectations at all, but they were open to the idea and to see what happened. They understood afterwards the idea of KV-Klub and I have the feeling they got a lot from the meeting. Satatuotte would like all services of chamber to be like this, the company got different opinions and ideas on what to do from the attendees when they presented their case. It was very developing meeting; they really reach the next level.

**How is the communication between parties inside the organization?**

Email, phone call and meeting in person

**What would you consider KV-Klub bigger current issues?**

The concept is quite new and it should be more specific and establish the issue on what KV-Klub meetings are about.

**Business Model Interview Answers from Rauma Chamber of Commerce CEO  
(25.2.2020)**

**Key Partners**

*d. Who are KV-Klub key partners?*

Key partners are the companies representatives in the club.

*e. How do key partners contribute to KV-Klub?*

They provide the cases and topics for the KV-Klub meetings and are participating actively in the club.

*f. Does KV-Klub get key resources from the partners? which?*

The club members come to the meetings with their knowledge and share it in the confidential discussions. The light mentoring is offered by the KV-Klub “internationalization experts”.

**Key Activities**

*c. What are KV-Klub key activities*

Club meetings and light mentoring via telephone.

*d. What key activities does the partners perform?*

Help organizing Club meetings and giving mentoring via telephone.

**Value Proposition**

*c. What kind of customer value does KV-Klub provides for the client?  
(how they benefit from the service?)*

The members benefit in the form of networks and information on how to avoid mistakes in export.

*d. Which customer needs does the service satisfy?*

The need of information.

**Customer Segments**

*e. What is KV-Klub customer base?*



Customer base is the companies doing export or planning to export.

*f. Do you consider KV-Klub customer base has segments? Which ones?*

Another segment is companies that have or are planning to have international personnel.

*g. Does KV-Klub have a main customer segment?*

Companies doing export or planning to export.

*h. What is the background of the main customer segment? (area of expertise)*

They are companies that have or are planning to have international personnel. Then of course the person should be willing to join the club and gain knowledge on the personal level.

### **Customer Relationships**

**d. What kind of relationships customers expect to create when using KV-Klub services?**

To expand their network with companies and people who are experts on exports.

**e. What relationships have the customers already created?**

After using services many of the people have expand their network with other companies.

**f. How does KV-Klub maintain their customer relationships?**

We try to keep inviting the same people to the meetings with addition of new ones so they can keep networking.

### **Channels**

*d. What channels does KV-Klub uses to reach / communicate with the customer?*

We tell about the service on our websites and have told about it in some events. More should be done!

*e. Are the channels integrated? How?*

Website and word of mouth are used together.

*f. Which used channels are the most efficient?*

Word of mouth is the most efficient way.

### **Cost Structure**

*c. Is KV-Klub value or cost driven?*

Club is more of a must-have service to satisfy our members, not a service to make money.

***d. Which are the biggest expenses KV-Klub is having?***

The used time for arranging the events is the biggest expense. Club meetings are held in companies which pay for the catering. Marketing is done on low budget.

**Revenue Streams**

***c. Does KV-Klub have revenue streams?***

Revenue streams might arise in the future, maybe a yearly fee for the membership in the club to cover the expenses for some outside speakers etc.?

***d. How does KV-Klub is financially supported?***

Financially supported by chamber.

**Blueprint Interview Answers with Rauma Chamber of Commerce CEO  
(20.11.2019)**

**Awareness**

***How are KV-Klub services currently advertised?***

Mainly on our webpage, it is really passive. When there is meeting, we send email about it to Rauma Chamber of Commerce members and also personalized emails to selected clients. We also tell about it when there are meetings face to face. Yet there is not much going on

***How often KV-Klub services are advertised and where?***

Not often, only when there is a meeting happening.

***How customers get to know about KV-Klub services?***

When there is meeting, we send email about it to Rauma Chamber of Commerce members and also personalized emails to selected clients. We also tell about it when there are meetings face to face.

***How customers usually get information about the KV-Klub services?***

Through email, webpage or face to face.

**Joining**

***How can the customer join to KV-Klub?***

There is no available registration system

***What is the most usual way of joining the service?***

Coming to the meeting.

***How fast can the company respond to a new customer enrolment?***

There is not available registration system

**Usage**

***In which languages the service is available?***

Now only in Finnish

***How many KV-Klub meetings are in a year?***

Two

***What was the total of attendees to this year's meetings?***

30, we have two meetings during this year.

1<sup>st</sup> one brought roughly 20 people, but not all from the targeted group. Only 5 were from real target group.

To the 2<sup>nd</sup> meeting 12 people were enrolled, were better group was target.

***How many KV-Klub Advisor calls are in a year?***

Non.

## **Development**

***How topics for KV-Klub meetings get selected?***

contacting a company in internationalization, company selects topic.

***Who organizes the KV-Klub meetings?***

Rauma Chamber of Commerce with the selected company.

***How KV-Klub phone advisers volunteers are selected?***

Internationalization committee chairman had brought in people from internationalization committee and selected the ones who would be interesting.

## **Leave**

***Does KV-Klub count with a feedback system?***

No

***How do customers give feedback about the services of KV-Klub?***

Not at the moment.

***What has been the client's response to KV-Klub service?***

There was some from Laimet, they said there should be less people involved, and to select the right people. That the topic has to be clear, and only one case per meeting, otherwise is too short time for the meeting. On the second meeting with Satatuotte, they mention there should be better instructions for case company.

## APPENDIX 8

### **Blueprint Interview Answers with Internationalization Committee Chairman (4.12.2019)**

#### **Awareness**

##### **How customers get to know about KV-klub services?**

Through Rauma Chamber of Commerce

##### **How are KV-Klub services currently advertised?**

On Facebook and Rauma chamber of commerce page. Also by personal invitation from Rauma Chamber of Commerce CEO.

##### **How often KV-klub services are advertised and where?**

Not often, maybe only when there is an event coming up we would advertise it

##### **How customers usually get information about the KV-Klub services?**

From Rauma Chamber of Commerce

#### **Joining**

##### **How can the customer join to KV-Klub?**

Last meetings people were invited by Rauma Chamber of Commerce CEO to join to the service and people can join also by coming to the event.

##### **What is the most usual way of joining the service?**

Through a phone call or emailing Rauma Chamber of Commerce.

#### **Usage**

##### **In which languages the service is available?**

Finnish

##### **What is the number of enrolments to KV-Klub services?**

We had 20 people together on first time. Didn't like the idea to have public sector. On the second one we had around 10.

**How many KV-Klub meetings are in a year?**

This year we had two

**What was the total of attendees to this year's meetings?**

Around 30

**How many KV-Klub Advisor calls are in a year?**

We have helping phone, but nobody is using.

**Development**

**How topics for KV-Klub meetings get selected?**

The program is always a bit different and depends of the company and company owner and what they want to archive.

**Who organizes the KV-Klub meetings?**

Rauma chamber of commerce, me and internationalization committee's help

**How KV-Klub phone advisers volunteers are selected?**

They are members of internationalization committee

**Leave**

**Does KV-Klub count with a feedback system?**

I don't think there is

**How do customers give feedback about the services of KV-Klub?**

I'm not sure there is a feedback system, but we get some feedback sprightly from clients sometimes.

**What has been the client's response to KV-Klub service?**

So far it has been good. Leimet was satisfied with the results and we knew that this will develop forward and satatueotte was really thankful for the meeting, they didn't had no expectations at all, but they were open to the idea and to see what happen.

# The Business Model Canvas

Designed for:











RAUMA CHAMBER OF COMMERCE

Designed by:

KARLA E. CASTAÑO GRANADOS

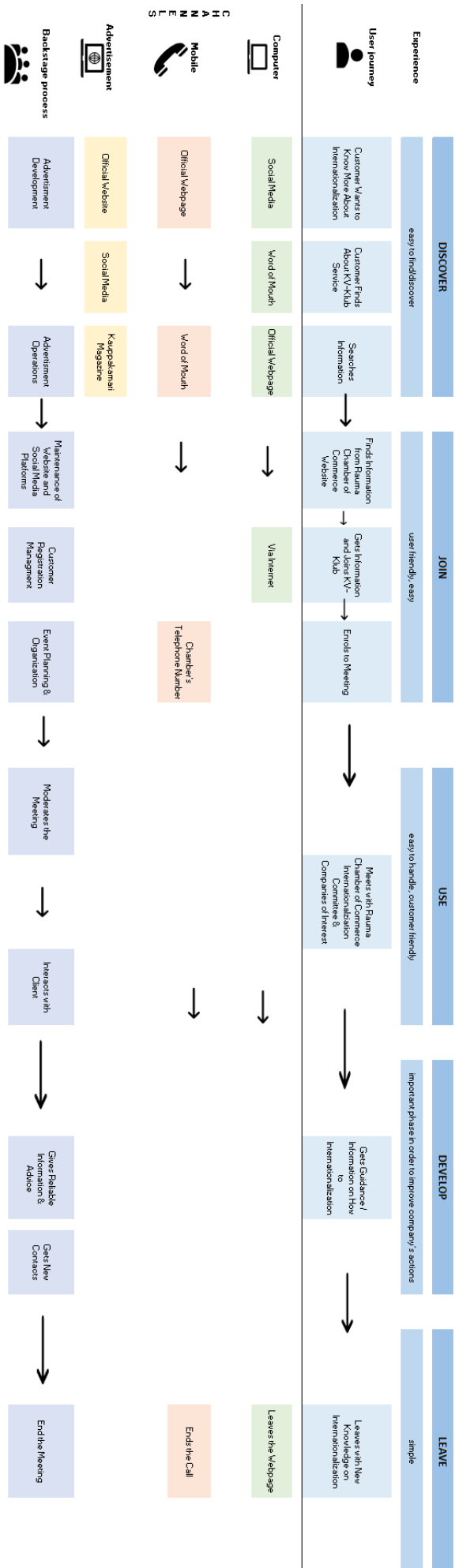
On: 25/2/2020

Iteration: 1

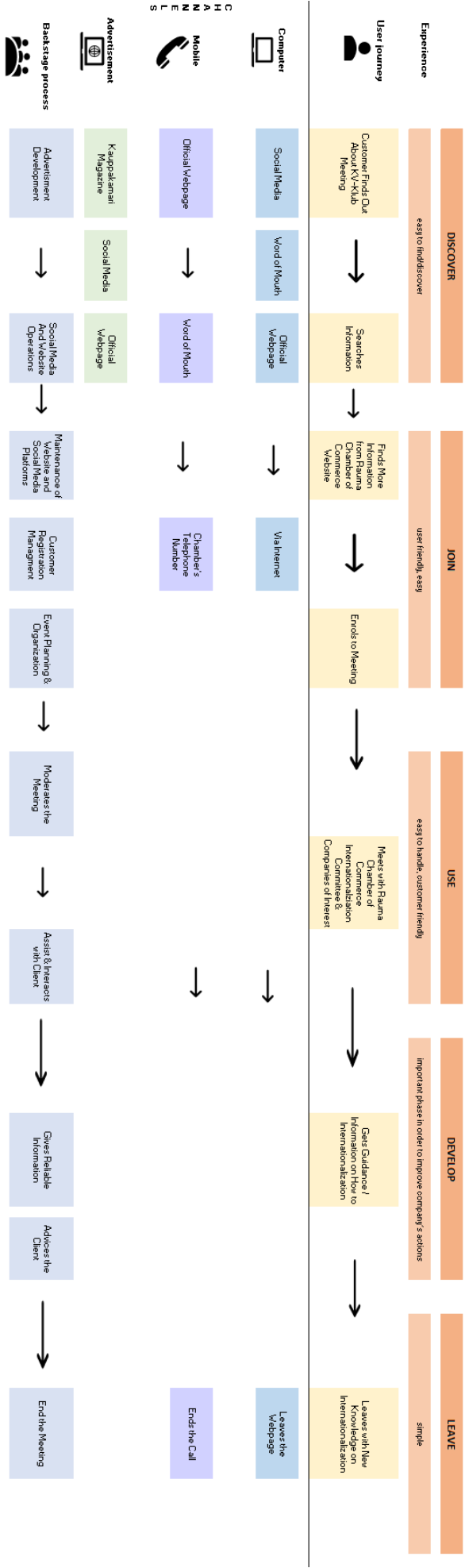
|  |  |   |  |  |
|--|--|---|--|--|
| <b>Key Partners</b><br>Who are our Key Partners?<br>Who are our key suppliers?<br>Which key resources do partners perform?<br>Which key activities do partners perform?<br>           | <b>Key Activities</b><br>What key Activities do our Value Propositions require?<br>Our Distribution Channels?<br>Which key activities do partners perform?<br>  | <b>Value Propositions</b><br>What value do we deliver to the customers?<br>Which one of our customer's problems are we helping to solve?<br>Which customer needs are we satisfying?<br>  | <b>Customer Relationships</b><br>What type of relationship does each of our Customer Segments expect us to establish and maintain with them?<br>How are they integrated with the rest of our business model?<br>How costly are they?<br>                          | <b>Customer Segments</b><br>For whom are we creating value?<br>Who are our most important customers?<br>  |
| <ul style="list-style-type: none"> <li>- Internationalisation Committee</li> <li>- Internationalisation Committee Chairman</li> <li>- Company KV-Klub Members</li> <li>- Rauma Chamber of Commerce Members with Internationalisation Knowledge</li> </ul>                | <b>Key Resources</b><br>Which key Resources do our Value Propositions require?<br>Which key resources do our Distribution Channels require?<br>Which key resources do our Customer Relationships require?<br> | <ul style="list-style-type: none"> <li>- Organisation of KV-Klub Meetings</li> <li>- Marketing of the Service and Meetings</li> <li>- Creation of Advertisement Website and Social Media</li> <li>- Mentoring Via Telephone</li> <li>- Getting Reliable Information About Foreign Markets</li> <li>- Real Life Knowledge About Export Activities</li> </ul> | <b>Channels</b><br>Through which Channels do our Customer Segments expect us to be reached?<br>How are we reaching them now?<br>How are our Channels integrated?<br>Which ones are most cost-efficient?<br>How are we integrating them with customer relations?<br> | <ul style="list-style-type: none"> <li>- Small Size Companies in Rauma</li> <li>- Medium Size Companies in Rauma</li> <li>- Internationalised Companies in Rauma</li> <li>- Companies in Rauma Doing Exports</li> <li>- Companies in Rauma Interested on Internationalisation</li> <li>- Companies with International Personnel</li> <li>- Companies Interested in Hiring International Personnel</li> </ul> |
| <b>Cost Structure</b><br>What are the most important costs inherent in our business model?<br>Which key resources are most expensive?<br>Which key activities are most expensive?<br> | <ul style="list-style-type: none"> <li>- Rauma Chamber of Commerce</li> <li>- Club Members Knowledge</li> <li>- Internationalisation Committee</li> <li>- Internationalised Company Members</li> </ul>   | <b>Revenue Streams</b><br>For what value are our customers really willing to pay?<br>For what value are they currently paying?<br>How would they prefer to pay?<br>How much does each Stream contribute to overall revenues?<br>   | <ul style="list-style-type: none"> <li>- Non at the Moment</li> <li>- Rauma Chamber of Commerce</li> </ul>   |   |



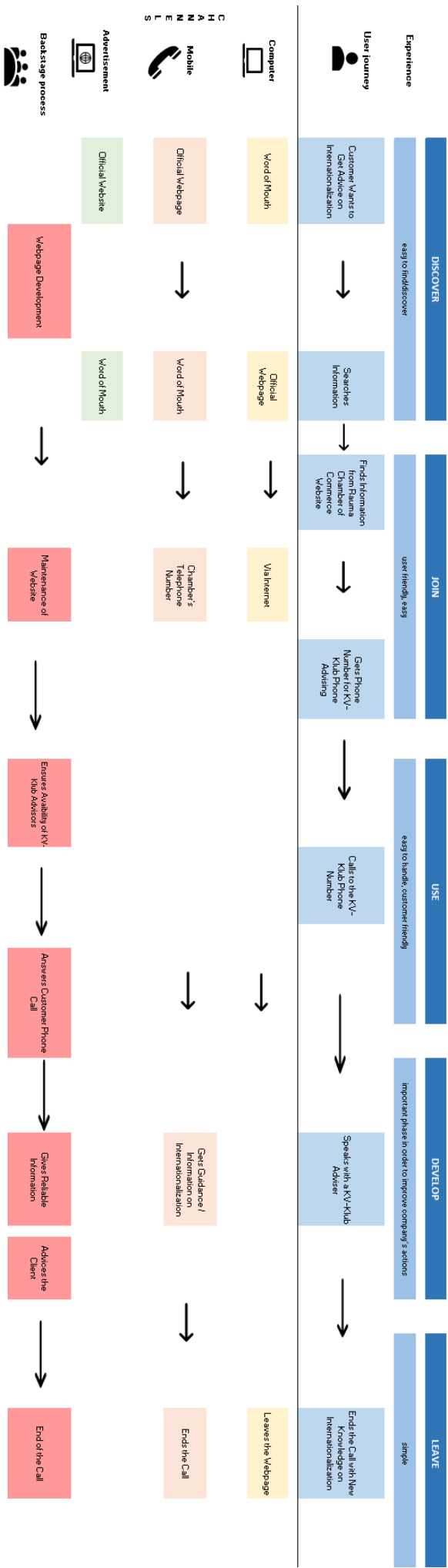
APPENDIX 10



APPENDIX 11



APPENDIX 12



## HYVÄ UUTINEN



## Yhteisöllisyydestä apua kansainvälistymiskysymyksissä - vertaistukea Rauman kauppakamarin KV-klubilta

RAUMAN KAUPPAKAMARIN KANSAINVÄLISTYMISSALIOKUNNAN ALOITTEESTA SEUDULLA KÄYNNISTI TOIMINTANSA YHTEISÖLLINEN KV-KLUBI. KYSEESSÄ ON UUSI TOIMINTAMUOTO, JOKA TARJOO KANSAINVÄLISTYMISEEN LIITTYVÄÄ MATALAN KYNNYKSEN PUHELINNEUVONTAA SEKÄ JÄRJESTÄÄ KV-KLUBI -TAPAAMISIA. KLUBITOIMINTA KÄYNNISTYI TAMMIKUUSSA LEIMET OY:LLÄ.



**K**ansainvälistymisvaliokunnan puheenjohtaja, Posiva Oy:n viestintäpäällikkö Sini Gahmberg kiteyttää toiminnan: "Klubitapaamiset ovat yhden aiheen ympärille järjestettäviä tapaamisia, joissa keskustellaan luottamuksellisesti klubilaisia kiinnostavista aihepiireistä. Lisäksi kansainvälistymisen kysymyksiin tarjottavaa pienimuotoista vertaistukea on lupautunut puhelimitse tarjoamaan joukko viennin ja tuonnin konkareita." Kv-klubi on foorumi avoimelle verkostoitumiselle ja tosielämän kansainvälistymiskokemukselle.

**TAMMIKUUN TILAISUUDESSA** oli paikalla hyvä joukko kansainvälistymisestä kiinnostuneita henkilöitä, joista kymmenisen on yritysten edustajia. Leimet Oy:n toimitusjohtaja Antti Leino toi rohkeasti oman kansainvälistymiseen liittyvän kysymyksensä ryhmän ratkottavaksi.

**"ENSIMMÄINEN KLUBITAPAAMINEN** oli pääosin positiivinen kokemus. Toivottavasti

myös muiden yritysten edustajat ovat valmiita tuomaan omat case-tapauksensa klubilaisten ratkottavaksi. Parhaimmillaan kv-klubi olisi mielestäni sitä, että illan hämärissä istuttaisiin takkatulen ääressä nojatuolien suojissa ja keskusteltaisiin luottamuksellisesti yritystoiminnan iloista ja murheista."

### KLUBITAPAAMISET OVAT YHDEN AIHEEN YMPÄRILLE JÄRJESTETTÄVIÄ TAPAAMISIA.

**RAUMAN KAUPPAKAMARIN** toimitusjohtaja Riikka Piispa iloitsee: "Tämä on juuri sellaista yhteisöllistä, sekä yritys- että henkilötasolla hyödyllistä paikallista toimintaa, jota kauppakamarin tulisikin olla mahdollistamassa."

#### KLUBITAPAAMISET

- Jokaisella tapahtumalla on emäntä/ isäntä, joka järjestää tapaamisen
- Klubi-illoissa voi olla ajoittain sopivia alustajia
- Pääpaino on kokemusten jakamisessa ja luottamuksellisissa keskusteluissa

#### KV-KLUBIN PUHELINNEUVONTA

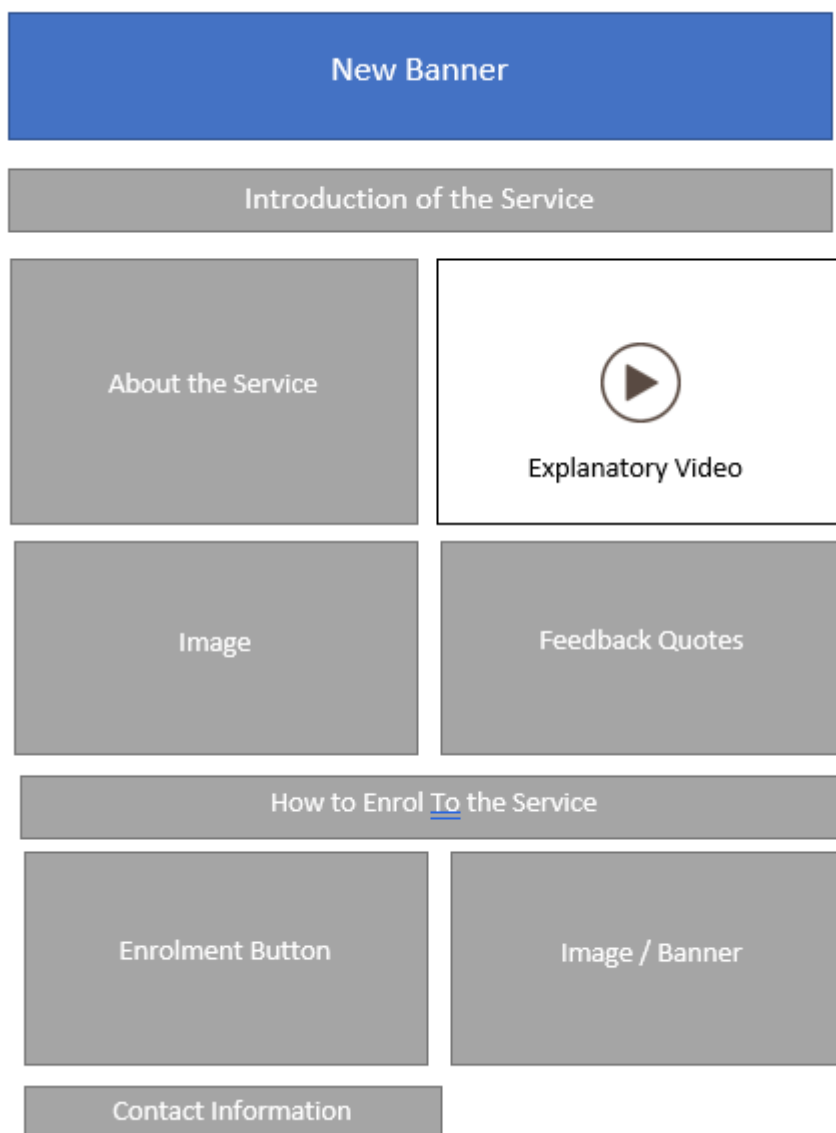
- Matalan kynnyksen toimintaa ja vertaistukitoimintaa
- Vapaaehtoiset KV-konkarit antavat puhelintukea ja -apua kansainvälistymiseen
- Neuvonta rajataan puhelimitse tapahtuvaan keskusteluun ja neuvontaan
- Neuvonantaja ei tee päätöksiä neuvoo kysyvän puolesta
- Keskustelut ovat luottamuksellisia

#### LISÄTIETOJA ANTAA:

Riikka Piispa, toimitusjohtaja, Rauman kauppakamari, 040 7088 555











FI

## Esitlele Yrityksesi Maailmalle



RAUMAN  
KAUPPAKAMARIN

GLOBAL CLUB

RAUMAN  
KAUPPAKAMARI




## Global Club Neuvonta



Kansainvälistymisneuvonta



Todelliset Yritysten  
Kansainvälistymiskokemukset



Matalan Kynnyksen  
Vertaistukitoimintaa



Yksityiset ja  
Luottamukselliset  
Tapaamiset




## Global Club Palvelut

### Club-tapaamiset


- 2 h tapaamisia kiinnostavien case-yritysten kansainvälistymiseen liittyvissä teemoissa
- Johdatus Isäntäyritysten kansainvälistymisasiheisiin
- Keskustelu ulkomaisista markkinoista
- Kokouksen sallima 10 osallistujaa




### Global-Clubin Puhelinneuvonta

- Puhelintuki ja kansainvälistymisapu
- Helppo ja saatavilla oleva neuvonta puhelimitse
- Ammatillinen neuvonta Global Club-vapaaehtoisten toimesta



## Tule Jäseneksi



[rauma.chamber.fi](http://rauma.chamber.fi)

